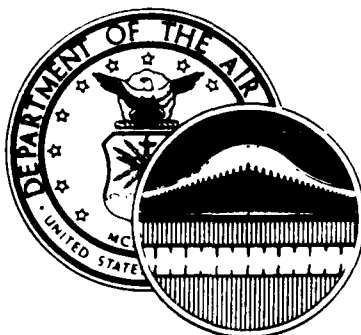UNITED STATES AIR FORCE

AD-A196 935

OCCUPATIONAL SURVEY REPORT

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JUL 2 1 1988

ADMINISTRATION UTILIZATION FIELD

AFSC 70XX

AFPT 90-70X-810

MAY 1988

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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HQ ESC/DPTE	2		2	
HQ MAC/DPAT	3		3	
HQ MAC/TTGT	1		1	
HQ PACAF/TTGT	1		1	
HQ PACAF/DPAT	3		3	
HQ SAC/DPAT	3		3	
HQ SAC/TTGT	1		1	
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HQ TAC/TTGT	1		1	
SAF/AADAH (WASHINGTON DC 20550-1000)	3		3	
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HQ USAFE/DPAT	3		3	
HQ USAFE/TTGT	1		1	
HQ USMC (CODE TPI)	1			
NODAC	1			
3300 TCHTW/TTGX (KEESLER AFB MS)	5	2	5	5
3300 TCHTW/TTS (KEESLER AFB MS)	1		1	
DET 3, USAFOMC (KEESLER AFB MS)	1	1	1	1
USAFOMC/OMYXL	10	2m	5	10
3507 ACS/DPKI	1			

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PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Administration utilization field (AFSC 70XX). The project was directed by USAF Program Technical Training. Authority for conducting occupational surveys is contained in AFR 35-2. Computer products upon which this report is based are available for use by operations and training officials.

The survey instrument was developed by First Lieutenant Michael Peart, with computer programming support furnished by Mr Wayne Fruge. Administrative support was furnished by Linda Sutton. Second Lieutenant William P. Knoll, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Mr Gerald R. Clow, Chief, Management Applications Branch, Occupational Analysis Division, USAF Occupational Measurement Center.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000 (AUTOVON 487-6623).

RONALD C. BAKER, Colonel, USAF   JOSEPH S. TARTELL
Commander   Chief, Occupational Analysis Division
USAF Occupational Measurement   USAF Occupational Measurement
 Center   Center

SUMMARY OF RESULTS

1. <u>Survey Coverage</u>: The Administration utilization field was surveyed to obtain current data for use in training management decisions and to assess the current utilization field structure. Survey results are based on responses from 2,217 members (1,587 military, representing 66 percent of eligible military personnel for survey, and 630 civilians), with all major using commands well represented in the survey sample.

2. <u>Specialty Jobs</u>: Three clusters and 14 jobs were identified. The jobs were reasonably defined along DAFSC lines, with many jobs composed almost exclusively of military or civilian respondents. The vast majority of jobs identified had a general administrative orientation as opposed to a technical orientation.

3. <u>DAFSC Analysis</u>: 701X, 702X, 703X, and 704X AFSCs are all relatively homogenous, with slight differences between ranks within AFSCs. 701X and 702X officers have a noticeable shift in job emphasis centering on executive support and quality force functions, while 703X and 704X officers perform a similar job centering on the management of various administrative functions. Executive Support Personnel and Administration Management personnel overlap appreciably in their general administrative tasks, but do not overlap substantially in their technical functions.

4. <u>Time in Career Field Analysis</u>: Time in career field analysis reveals slight progression between 1-48 months and 49-96 months time in career field groups toward management, supervision, and command functions. As time in career field increases past 97+ months, more of an administrative orientation is apparent with very small increases in tasks performed across functional duties. Several jobs contain what may be disproportionately high percentages of lieutenants.

5. <u>Job Satisfaction</u>: Overall, job satisfaction within the field remains positive. Job satisfaction also compares equitably with a comparative sample of Air Force officers.

6. <u>Military-Civilian Comparison</u>: Civilians tend to do more technical jobs, while military respondents performed more general administrative jobs.

7. <u>AFR 36-1 Specialty Descriptions</u>: All descriptions accurately depict the nature of the respective jobs.

8. <u>Summary of Background Information</u>: Survey data reveals 70XX officers make use of basic typing skills. 70XX officers report a high emphasis on performing additional duties. 70XX officers generally report their job does not require them to have thorough knowledge of administration technology, office automation, and information systems technology.

9. <u>Training Analysis</u>: POI was difficult to match because of knowledge orientation. Some tasks need to be reevaluated for continued training. Some tasks not matched to this training document require evaluation for possible inclusion in the training program.

10. Conclusion: Survey was requested by SAF/AADAH. Administration utiliza-
tion field has remained stable since the publication of the previous survey
results in 1980. POI analysis revealed both unreferenced tasks and unsup-
ported tasks.

OCCUPATIONAL SURVEY REPORT
ADMINISTRATION UTILIZATION FIELD
(AFSC 70XX)

INTRODUCTION

This is a report of an occupational survey of the Administration utiliza-
tion field completed by the Occupational Analysis Division, USAF Occupational
Measurement Center. ` This survey was requested by SAF/AADAH. The last survey
results for the utilization field was published in September 1980.

Background

The Administration utilization field originated in 1954 as two AFSs;
Administrative Staff Officer (AFS 701X), and Administrative Officer (AFS
702X). In 1969, Administrative Staff Officer (AFS 701X) was renamed Executive
Staff Officer and Administrative Officer (AFS 702X) was renamed Executive
Support Officer. Also in 1969, Administration Management Officer (AFS 703X)
was created from the old AFS 702X, Administrative Officer, and the Administra-
tion Management Staff Officer was created from the old AFS 701X, Administra-
tive Staff Officer.

As described in AFR 36-1, Officer Specialty Descriptions, responsibili-
ties of the 70XX officers include such things as program formulation, policy
planning, operation of administration management functions such as preparing,
processing, and disseminating publications; interpreting directives; classi-
fying and accounting for official documents; organization and administration
of executive support activities; special projects, surveys, and analyses
required by command management; and command of nontactical/nontechnical
support units.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job
Inventory AFPT 90-70X-810, dated December 1986. The job inventory consisted
of two sections: (1) a background information section where survey partici-
pants gave general information about themselves and their jobs, and (2) a
duty-task list section where respondents indicated the tasks they currently
perform.

The task list consisted of 723 tasks grouped under 14 duty titles. The
list was developed through interviews with approximately 120 Administration
officers at 20 locations worldwide. The tasks were validated at a workshop
attended by 70XX officers representing the Air Staff and the MAJCOMS.

Questions in the background section of the job inventory asked for such information as job title, paygrade, MAJCOM, time in service, job satisfaction, previous work experience, and education. These questions were also reviewed by those who participated in the validation workshop.

Survey Administration

From December 1986 through June 1987, Consolidated Base Personnel Offices (CBPO) worldwide administered the inventory to job incumbents holding 70XX DAFSCs. These job incumbents were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Human Resources Laboratory (AFHRL). Civilian job incumbents were selected by the Civilian Personnel Management Center and had the job inventories mailed directly to them, with return envelopes.

Each individual who completed the inventory first completed an identification and biographical information section and then checked each task performed in his or her current job. After checking all tasks performed, each member then rated each of these tasks on a 9-point scale showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount time spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of his or her time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

Survey Sample

AFSC 70XX personnel were selected to participate in this survey so as to ensure an accurate representation across major commands (MAJCOM) and rank groups. All eligible 70XX personnel were mailed survey booklets. Table 1 reflects the percentage distribution, by MAJCOM, of assigned personnel in the utilization field as of January 1987. Also listed in this table is the percent distribution, by MAJCOM, of respondents in the final survey sample. The 1,587 military respondents included in the final sample represent 66 percent of the total 2,418 personnel eligible for the survey. Table 2 reflects the rank distribution of the final sample. As reflected in these tables, the survey sample is an excellent representation of the utilization field population.

Task Factor Administration

In addition to completing the job inventory, selected experienced officers (0-3 or 0-4 personnel) also completed a second booklet for training emphasis (TE). The TE booklets were processed separately from the job

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TABLE 1

COMMAND REPRESENTATION OF MILITARY INCUMBENTS IN SURVEY SAMPLE

COMMAND	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
SAC	14	15
TAC	18	17
USAFE	10	11
MAC	11	10
ATC	11	13
PACAF	5	6
AFSC	5	4
AFCC	4	5
OTHER	22	19

Total Assigned* - 2,594
Total Eligible for Survey** - 2,418
Total in Sample - 1,587
Percent of Assigned in Sample - 61%
Percent of Eligible in Sample - 66%

* As of January 1987
** Excludes those in PCS status, students, hospitalized personnel, and personnel with less than 6 weeks on the job

TABLE 2

RANK REPRESENTATION OF MILITARY INCUMBENTS IN SURVEY

RANK	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
0-1	19	19
0-2	11	10
0-3	47	48
0-4	14	14
0-5	7	7
0-6	2	2

* As of February 1987

inventories. The TE information is used in a number of different analyses discussed in more detail within the report.

Individuals completing TE booklets were asked to rate tasks on a 10-point scale (from no training required to extremely heavy training required). Training emphasis is a rating of which tasks require structured training for first-assignment personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Training emphasis data were independently collected from 76 experienced personnel stationed worldwide. If all raters were in complete accord on which tasks are important for first-assignment training, the interrater reliability would be 1.0. The interrater reliability (as assessed through components of variance of standard group means) for these raters was .95, indicating there was good agreement among raters as to which tasks required some form of structured training and which did not. In this specialty, tasks rated high in TE have ratings of 2.11 and above, with an average rating of 1.09. TE rating data may also be used to rank order tasks indicating those tasks which experienced officers in the field consider the most important for the first-assignment officer to know.

When used in conjunction with the primary criterion of percent members performing, TE ratings can provide insight into first-assignment personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting AFS entry-level jobs.

SPECIALTY JOBS
(Utilization Field Structure)

A USAF occupational analysis begins with an examination of the utilization field structure. The structure of jobs within the Administration utilization field was examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

For the purpose of organizing individual jobs into similar units of work, an automated job clustering program is used. This hierarchical grouping program is a basic part of the Comprehensive Occupational Data Analysis Program (CODAP) system for job analysis. Each individual job description (all the tasks performed by that individual and the relative amount of time spent on those tasks) in the sample is compared to every other job description in terms of tasks performed and the relative amount of time spent on each task in the job inventory. The automated system is designed to locate the two job descriptions with the most similar tasks and percent time ratings and combine them to form a composite job description. In successive stages, new members are added to initial groups or new groups are formed based on the similarity of tasks performed and similar time ratings in the individual job descriptions. The basic identifying group used in the hierarchical job structuring process is the Job.

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A *Job* is a group of individuals who perform many of the same tasks and spend similar amounts of time performing them. When there are variations in the combinations of tasks and time by sample respondents, some number of different jobs are identified. When there is a substantial degree of similarity between different jobs, they are grouped together and labeled as *Clusters.*

The resulting job structure information (these varying jobs within the utilization field) can be used to evaluate the accuracy of utilization field documents, such as AFR 36-1 Specialty Descriptions, and to gain a better understanding of current utilization patterns.

Overview of Specialty Jobs

Responses from the 70XX personnel in the survey sample indicate a utilization field with a large number of tasks performed in common. Examples of these tasks are presented below:

> Answer telephones
> Attend staff meetings
> Review airman performance reports (APR)
> Draft, edit, or sign standard Air Force letters to
>   organizations within Air Force
> Attend briefings
> Coordinate correspondence with other agencies
> Prepare correspondence or reports for senior officer's
>   signature
> Draft, edit, or sign short note replies
> Indorse or prepare indorsements for OER, APR, or civilian
>   performance and appraisal reports
> Answer inquiries about administrative programs or functions

Even so, based on some variations in combinations of tasks performed, structure analysis identified three clusters and 14 jobs within the survey sample. Based on task similarity and relative time spent, the division of the jobs performed by 70XX personnel is shown below. Figure 1 shows the major functional areas identified in the job structure analysis. The group (GRP or STG) number shown beside each title is a reference to computer printed information; the number of personnel in each group (N) is also shown.

I.   SQUADRON SECTION COMMANDER CLUSTER (GRP151, N=568)

    A.   Prototype Squadron Section Commanders (STG617, N=445)
    B.   Quality Force Commanders (STG416, N=23)
    C.   Supervisors (STG705, N=25)
    D.   Commanders and Executive Support Personnel
        (STG768, N=41)
    E.   Security Commanders (STG552, N=14)

JOBS IDENTIFIED WITHIN ADMINISTRATION UTILIZATION FIELD

26% SQUADRON SECTION COMMANDERS

2% INSPECTIONS, COMPLAINTS, AND INQUIRIES LIAISONS

18% EXECUTIVE SUPPORT

1% RECORDS MANAGEMENT

6% ADMINISTRATION MANAGEMENT SUPERVISORS

23% NOT GROUPED

1% PUBLICATIONS MANAGEMENT

7% CIVILIAN MANAGEMENT

3% CONTRACTING

8% UNIT ADMINISTRATORS

1% OAS

4% OTHER*

* MEPS Commanders, Forms Management, Editors, Unit Security Managers Technical Orders Managers, Reprographics Management, Printing Specialists

Figure 1

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II. EXECUTIVE SUPPORT PERSONNEL CLUSTER (STG82, N=409)

    A. Prototype Executive Support Personnel
(STG431, N=158)
    B. Protocol Support Personnel (STG288, N=151)
    C. Resource Managers (STG463, N=18)
    D. Joint Level Executive Officers (STG357, N=12)

III. ADMINISTRATION MANAGEMENT SUPERVISORS CLUSTER
(GRP152, N=137)

    A. Chiefs of Base Administration (GRP145, N=74)
    B. Postal Administrators (STG286, N=14)
    C. Administrative Communications Personnel
(STG618, N=9)

IV. UNIT ADMINISTRATORS (GRP144, N=176)

V. MILITARY ENTRANCE PROCESSING STATION (MEPS) COMMANDERS
(STG435, N=10)

VI. OFFICE AUTOMATED SYSTEMS (OAS) PERSONNEL (STG345, N=33)

VII. INSPECTION, COMPLAINTS, AND INQUIRIES LIAISON PERSONNEL
(STG97, N=49)

VIII. CONTRACTING FUNCTIONS PERSONNEL (GRP148, N=56)

IX. RECORDS MANAGEMENT PERSONNEL (STG360, N=33)

X. PUBLICATIONS MANAGEMENT PERSONNEL (STG141, N=27)

XI. FORMS MANAGEMENT PERSONNEL (STG473, N=10)

XII. UNIT SECURITY MANAGERS (STG191, N=17)

XIII. EDITORS (STG200, N=9)

XIV. TECHNICAL ORDERS MANAGERS (STG307, N=13)

XV. REPROGRAPHICS MANAGEMENT PERSONNEL (STG525, N=18)

XVI. PRINTING SPECIALISTS (STG172, N=6)

XVII. CIVILIAN MANAGEMENT PERSONNEL (GRP147, N=147)

    The respondents forming these groups account for 77 percent of the survey sample. The remaining 23 percent did not group with any of the clusters or independent jobs because of the uniqueness of the job they perform or the manner in which they responded to the tasks listed in the job inventory.

Job Descriptions

The following paragraphs contain brief descriptions of the jobs identified through the utilization field structure analysis. Time spent on duties for each group identified is displayed in Table 3. Selected background data is provided for these groups in Table 4. Representative tasks for each group are contained in Appendix A.

I. SQUADRON SECTION COMMANDER CLUSTER (GRP151, N=568). The 568 personnel in this cluster account for 26 percent of the total survey sample and comprise the largest group in the survey. Nearly all of these respondents reported working in a headquarters or support squadron in the capacity of section commander or squadron commander. All but three individuals in this cluster are military, and the rank ranges from second lieutenant to lieutenant colonel. Squadron Section Commander was the most reported job title, with other common reported job titles being Squadron Commander and Executive Support Officer. The personnel in this group supervise an average of six people and reported a span of control of 155 people. Tasks representative of commanding a section or squadron are as follows:

> Review airman performance reports (APR)
> Counsel personnel on personal problems or indebtedness
> Draft, edit, or sign standard Air Force letters to
>   organizations within Air Force
> Prepare or draft documents for disciplinary actions
> Prepare or review discharge cases
> Initiate documentation for inclusion in unfavorable
>   information files (UIF)
> Evaluate personnel compliance with leave programs

Personnel in this cluster perform an average of 146 tasks. Eighty percent of the officers in this cluster reported an A-prefix designation. Within this cluster, five jobs were identified.

A. Prototype Squadron Section Commanders (STG617, N=445). This job accounts for 78 percent of the cluster, and contains only one civilian member. This job is the core group which makes up the cluster and the basic background characteristics and tasks performed closely approximate the cluster. In addition, the distribution of time spent across duties is basically the same as that of the cluster.

B. Quality Force Commanders (STG416, N=23). The personnel in this job tend to spend more time dealing with Quality Force issues, such as court-martials, discharges, UIFs, and control roster actions. Overall, officers in this job spend a total of 17 percent of their time on Quality Force functions. Representative tasks performed by Quality Force Commanders include:

TABLE 3

TIME SPENT ON DUTIES FOR 70XX UTILIZATION FIELD JOBS

DUTIES	EXECUTIVE SUPPORT PERSONNEL CLUSTER (STG82)	SQUADRON SECTION COMMANDER CLUSTER (GRP151)	ADMINISTRATION MANAGEMENT SUPERVISORS CLUSTER (GRP152)	CIVILIAN MANAGEMENT PERSONNEL (GRP147)	UNIT ADMINISTRATORS (GRP144)
A. GENERAL ADMINISTRATIVE FUNCTIONS	48	32	41	54	48
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	13	43	20	26	33
C. EVALUATION AND INSPECTION FUNCTIONS	1	3	3	2	3
D. TRAINING FUNCTIONS	7	3	4	2	3
E. QUALITY FORCE PROGRAM ACTIONS	1	11	2	2	3
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	34	4	4	4	4
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	-	-	1	1	1
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	1	1	9	1	1
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	1	1	6	2	1
J. RECORDS MANAGEMENT FUNCTIONS	-	1	2	1	1
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	-	-	3	1	1
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	-	2	3	1	2
M. CONTRACTING FUNCTIONS	-	1	2	2	-
N. PLANNING AND PROGRAMMING FUNCTIONS	-	-	2	2	-

NOTE: Columns may not add to 100 due to rounding

- Denotes less than 1 percent

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TABLE 3 (CONTINUED)

TIME SPENT ON DUTIES FOR 70XX UTILIZATION FIELD JOBS

DUTIES	CONTRACTING FUNCTIONS PERSONNEL (GRP148)	INSPECTION, COMPLAINTS, AND INQUIRIES LIAISON PERSONNEL (STG97)	RECORDS MANAGEMENT PERSONNEL (STG360)	OAS PERSONNEL (STG345)	PUBLICATIONS MANAGEMENT PERSONNEL (STG141)
A. GENERAL ADMINISTRATIVE FUNCTIONS	47	62	42	48	37
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	9	12	9	9	14
C. EVALUATION AND INSPECTION FUNCTIONS	3	10	3	1	2
D. TRAINING FUNCTIONS	3	1	9	3	5
E. QUALITY FORCE PROGRAM ACTIONS	-	1	1	-	-
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	3	8	1	3	2
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	1	-	1	-	1
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	-	1	-	1	3
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	4	1	3	1	25
J. RECORDS MANAGEMENT FUNCTIONS	1	1	30	-	3
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	2	-	1	25	3
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	-	1	-	1	1
M. CONTRACTING FUNCTIONS	24	1	-	5	2
N. PLANNING AND PROGRAMMING FUNCTIONS	4	1	-	5	1

NOTE: Columns may not add to 100 due to rounding

- Denotes less than 1 percent

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TABLE 3 (CONTINUED)

TIME SPENT ON DUTIES FOR 70XX UTILIZATION FIELD JOBS

DUTIES	REPROGRAPHICS MANAGEMENT PERSONNEL (STG525)	UNIT SECURITY MANAGERS (STG191)	TECHNICAL ORDERS MANAGERS (STG307)	FORMS MANAGEMENT PERSONNEL (STG473)	MEPS COMMANDERS (STG435)	EDITORS (STG200)	PRINTING SPECIALISTS (STG172)
A. GENERAL ADMINISTRATIVE FUNCTIONS	46	59	57	31	39	39	35
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	15	20	3	1	37	3	3
C. EVALUATION AND INSPECTION FUNCTIONS	2	3	1	1	4	1	1
D. TRAINING FUNCTIONS	2	2	1	-	3	1	-
E. QUALITY FORCE PROGRAM ACTIONS	1	-	1	-	4	-	1
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	1	3	1	-	3	1	1
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	-	-	-	-	1	-	-
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	1	2	3	1	-	-	1
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	22	3	27	64	-	54	41
J. RECORDS MANAGEMENT FUNCTIONS	-	3	2	-	1	1	1
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	1	2	-	-	1	-	-
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	-	1	-	1	2	-	-
M. CONTRACTING FUNCTIONS	6	1	6	-	10	-	1
N. PLANNING AND PROGRAMMING FUNCTIONS	2	-	-	-	1	-	1

NOTE: Columns may not add to 100 due to rounding

- Denotes less than 1 percent

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TABLE 4

SELECTED BACKGROUND DATA FOR 70XX UTILIZATION FIELD JOBS

	EXECUTIVE SUPPORT PERSONNEL CLUSTER (STG82)	SQUADRON SECTION COMMANDER CLUSTER (GRP151)	ADMINISTRATION MANAGEMENT SUPERVISORS CLUSTER (GRP152)	JOB TYPES CIVILIAN MANAGEMENT PERSONNEL (GRP147)	UNIT ADMINISTRATORS (GRP144)
DAFSC OR OCC SERIES DISTRIBUTION (PERCENT RESPONDING):					
701X EXECUTIVE SUPPORT STAFF OFFICER	38	7	2	5	-
702X EXECUTIVE SUPPORT OFFICER	50	86	5	3	97
703X ADMINISTRATION MGT OFFICER	2	2	23	3	2
704X ADMINISTRATION MGT STAFF OFFICER	1	2	35	7	-
0301 MISC ADMIN AND PROGRAM	3	-	22	40	-
0303 MISC CLERK AND ASSISTANT	-	-	4	-	-
0341 ADMINISTRATIVE OFFICER	1	-	3	5	-
0342 SUPPORT SERVICES ADMINISTRATION	-	-	4	2	-
0343 MANAGEMENT ANALYSIS	-	-	-	1	-
1082 WRITING AND EDITING	-	-	-	-	-
1654 PRINTING MANAGEMENT	-	-	-	-	-
OTHER	5	3	2	34	1
PREDOMINANT GRADES	0-3	0-3	0-3	GS-12	0-1
AVERAGE NUMBER OF TASKS PERFORMED	94	146	187	112	102
PERCENT SUPERVISING	63	96	89	96	95

- Denotes less than 1 percent

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR 70XX UTILIZATION FIELD JOBS

	CONTRACTING FUNCTIONS PERSONNEL (GRP148)	INSPECTION, COMPLAINTS, AND INQUIRIES LIAISON PERSONNEL (STG97)	RECORDS MANAGEMENT PERSONNEL (STG360)	OAS PERSONNEL (STG345)	PUBLICATIONS MANAGEMENT PERSONNEL (STG141)
DAFSC OR OCC SERIES DISTRIBUTION (PERCENT RESPONDING):					
701X EXECUTIVE SUPPORT STAFF OFFICER	-	49	-	3	4
702X EXECUTIVE SUPPORT OFFICER	-	20	-	6	4
703X ADMINISTRATION MGT OFFICER	-	2	-	12	19
704X ADMINISTRATION MGT STAFF OFFICER	2	-	-	30	-
0301 MISC ADMIN AND PROGRAM	84	20	3	18	4
0303 MISC CLERK AND ASSISTANT	-	2	-	-	-
0341 ADMINISTRATIVE OFFICER	-	-	-	-	4
0342 SUPPORT SERVICES ADMINISTRATION	2	2	70	15	-
0343 MANAGEMENT ANALYSIS	7	-	-	-	33
1082 WRITING AND EDITING	-	-	-	-	4
1654 PRINTING MANAGEMENT	-	-	-	-	-
OTHER	5	5	27	16	28
PREDOMINANT GRADES	GS-12	O-5/GS-11	GS-09	O-3/GS-11	O-3/GS-11
AVERAGE NUMBER OF TASKS PERFORMED	77	146	95	89	119
PERCENT SUPERVISING	38	49	45	36	88

- Denotes less than 1 percent

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TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR 70XX UTILIZATION FIELD JOBS

	REPROGRAPHICS MANAGEMENT PERSONNEL (STG525)	UNIT SECURITY MANAGERS (STG191)	TECHNICAL ORDERS MANAGERS (STG307)	FORMS MANAGEMENT PERSONNEL (STG473)	MEPS COMMANDERS (STG435)	EDITORS (STG200)	PRINTING SPECIALISTS (STG172)
DAFSC OR OCC SERIES DISTRIBUTION (PERCENT RESPONDING):							
701X EXECUTIVE SUPPORT STAFF OFFICER	-	6	-	-	80	-	-
702X EXECUTIVE SUPPORT OFFICER	-	35	-	-	10	-	-
703X ADMINISTRATION MGT OFFICER	6	-	-	-	-	-	-
704X ADMINISTRATION MGT STAFF OFFICER	6	-	-	-	-	-	-
0301 MISC ADMIN AND PROGRAM	-	24	92	-	10	11	-
0303 MISC CLERK AND ASSISTANT	-	2	29	-	-	-	-
0341 ADMINISTRATIVE OFFICER	-	6	-	-	-	-	-
0342 SUPPORT SERVICES ADMINISTRATION	-	-	-	-	-	-	-
0343 MANAGEMENT ANALYSIS	-	-	-	100	-	11	-
1082 WRITING AND EDITING	-	-	-	-	-	78	-
1654 PRINTING MANAGEMENT	78	-	-	-	-	-	100
OTHER	10	-	8	-	-	-	-
PREDOMINANT GRADES	GS-12	0-1/GS-09	GS-11	GS-09	0-4	GS-09/11	GS-09
AVERAGE NUMBER OF TASKS PERFORMED	119	100	56	37	132	34	39
PERCENT SUPERVISING	83	76	0	10	100	0	0

- Denotes less than 1 percent

Administer recommendations for administrative discharges
Initiate documentation for inclusion in unfavorable
    information file (UIF)
Administer court-martial admonishment or Article 15 charges
Initiate actions to withhold, delay or deny promotions
Prepare records of counseling
Prepare or draft documents for disciplinary actions

Compared to the cluster, Quality Force Commanders have 11 months more time spent in the 70XX utilization field and 5 months more time spent in the A70XX designation. These personnel have a narrow job description and perform an average of 74 tasks, which is less than half the average for the cluster.

C. <u>Supervisors (STG705, N=25)</u>. The 25 military members in this job spend less time on command, management, and quality force functions and more time on general administrative functions. This group acted more in the capacity of a supervisor rather than as a commander. Supervisors reported supervising an average of 5 people, however they have a much lower span of control of only 54 people. Only 40 percent of this group possess an A-prefix. Representative tasks of supervisors include:

Draft, edit, or sign standard Air Force letters to
    organizations within Air Force
Counsel personnel on personal problems or indebtedness
Review airman performance reports (APR)
Prepare correspondence or reports for senior officer's
    signature
Prepare or draft awards or decorations recommendations
Draft, edit, or sign memoranda for records

Supervisors perform an average of 153 tasks.

D. <u>Commanders and Executive Support Personnel (STG768, N=41)</u>. The personnel in this group perform a broad range of tasks and consist of approximately equal numbers of Squadron Section Commanders and Executive Support Personnel. In addition to performing typical Squadron Section Commander tasks, the Squadron Section Commanders in this group are also performing unit administrative tasks and executive support functions. On the other hand, the Executive Support Personnel in this group, in addition to performing unit administrative and executive support tasks typical of Executive Support Personnel, are also performing supervision and quality force functions. Representative tasks performed within this job include:

Plan award or presentation ceremonies
Counsel personnel on personal problems or indebtedness
Indorse or prepare indorsements for OER, APR, or
    civilian performance and appraisal reports

Counsel personnel on infractions or work performance
Attend social functions with, or for senior officer
Develop orderly room procedures or responsibilities

This group performs an average of 250 tasks, which is the highest of any group identified in the survey.

E. Security Commanders (STG552, N=14). The 14 members of this group perform many security-related tasks. The personnel in this group had the least total experience in the A70XX and 70XX utilization field. Characteristic tasks performed by this group are:

Counsel personnel on personal problems or indebtedness
Review airman performance reports (APR)
Conduct security inspections
Conduct annual security refresher briefings
Conduct communications security (COMSEC) education programs
Issue or certify restricted area badges
Initiate personnel security clearances

II. EXECUTIVE SUPPORT PERSONNEL CLUSTER (STG82, N=409). Executive Support Personnel spend approximately one-third of their time aiding and assisting senior officers, while close to one-half of their time is spent performing general administrative tasks. Approximately one-third of the 409 members in this group are assigned to higher headquarters. Fifty-one percent of the respondents reported a DAFSC of 702X, while 28 percent of the respondents reported a DAFSC of 701X. This cluster performed an average of 94 tasks. Tasks representative of this cluster are:

Answer questions on senior officer's personal likes or
  preferences
Draft, edit or sign standard Air Force letters to
  organizations within Air Force.
Prepare correspondence or reports for senior officer's
  signature
Advise senior officers on protocol matters
Coordinate proposed visits or conferences
Advise action officers or staff agencies on senior officer
  preferences on formats, correspondence, or staff work
Coordinate correspondence with other agencies

This cluster accounts for 18 percent of the total sample survey, with 92 percent of the respondents being military. Within this cluster, four jobs were identified.

A. Prototype Executive Support Personnel (STG431, N=158). These 158 people make up the largest group within the cluster. These personnel have slightly more military experience, with 14 months longer average active

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commissioned time, and 16 months longer average total active federal military service. This group spends slightly more time on command, management, and supervision functions than the cluster, but otherwise reflect the functions, time spent on tasks, and background characteristics of the cluster.

B. <u>Protocol Support Personnel</u> (STG288, N=151). Protocol Support Personnel spend much more time aiding and assisting senior officers. These job incumbents reported indepth involvement with senior officers and more emphasis on such things as arranging or attending social functions, coordinating with distinguished visitors, foreign liaisions, and congressional liaisons, and advising senior officers on protocol matters in general. This group reported spending more than one-half of their time aiding and assisting senior officers, which is much higher than the one-third time spent by the cluster. Of the 151 respondents in this group, 134 are military. Protocol Support Personnel perform an average of 72 tasks. Tasks representative of this job are as follows:

> Coordinate protocol matters with offices of primary
>   responsibility (OPR)
> Advise senior officers on protocol matters
> Arrange for billeting of distinguished visitors or members
>   of their party
> Brief or prepare memos for senior officers on social or
>   civilian community events, or personnel attending
> Provide protocol and liaison support for senior officers'
>   wives

The protocol support job consists primarily of respondents who reported these three job titles: Executive Support Officer, Protocol Officer, and Aide.

C. <u>Resource Managers</u> (STG463, N=18). The 18 military members in this group are executive support officers who serve as unit resource managers. These people spend much of their time controlling the supplies, equipment, and funds within their unit. Resource Managers are the most junior personnel in the cluster, with 25 months less average active commissioned service than the cluster average. Descriptive tasks performed by Resource Managers include:

> Perform unit resource management duties
> Approve expenditures of TDY funds
> Develop or maintain budgets or expenditures, such
>   as protocol, contingency, O&M funds, or NAF
> Coordinate facilities maintenance
> Maintain or monitor suspense control systems
> Direct supply or equipment management programs

Resource Managers perform an average of 130 tasks.

D. Joint Level Executive Officers (STG357, N=12). Eight of the officers in this group reported working overseas, while 11 of 12 reported working at a joint level. Reported organizations these members work at include: U.S. European Command, Supreme Headquarters Allied Forces Europe, U.S. Forces Korea, and the U.S. Readiness Command. These officers spend over 65 percent of their time performing general administrative tasks and approximately 25 percent of their time on executive support tasks. These officers have a very high level of military experience, with an average active commission time of 109 months. An average of 60 of those months were spent outside of the 70XX utilization field. Typical tasks performed by this group are:

> Assign or monitor suspense controls for communications
> Draft, edit, or sign short note replies
> Review senior officers' incoming correspondence
> Coordinate or prepare senior officers' schedules
> Draft, edit, or release electronically transmitted
>   classified messages

III. ADMINISTRATION MANAGEMENT SUPERVISORS CLUSTER (GRP152, N=137). The 137 personnel in this cluster manage a diverse range of general and technical administrative functions. Eighty-two percent of this cluster is military, with 38 percent of the military reporting a 703X DAFSC and another 38 percent reporting a 704X DAFSC. This group has a high level of experience, with an average active commissioned service time of 105 months. These personnel supervised an average of five people. Representative tasks of this cluster are as follows:

> Answer inquiries about administrative programs
>   or functions
> Indorse or prepare indorsements for OER, APR, or
>   civilian performance and appraisal reports
> Review corrective actions taken on IG inspection, staff
>   assistance visits (SAV), or local inspections
> Draft, edit, or release electrically transmitted
>   unclassified messages
> Approve or disapprove requests for duplication,
>   microform, or printing
> Interpret administrative orders, policies, or
>   regulations

The personnel in this cluster have a very high average number of tasks performed, 187, and in addition, have a large diversity in the types of tasks they perform.

A. Chiefs of Base Administration (GRP145, N=74). These personnel manage the varied administration functions found at each Air Force base. Chiefs of Base Administration perform an average of 187 tasks, with many of

those tasks related to administrative communications, reprographics, publications, and contracting. Ninety-one percent of thi group is military. These respondents are relatively experienced, with an average time in the 70XX utilization field of 127 months. Typical tasks of this group are as follows:

> Draft, edit, or sign standard Air Force letters to
> organizations within Air Force
> Answer inquiries about administrative programs or
> functions
> Plan or conduct self-inspection programs
> Interpret administrative orders, policies, or
> regulations
> Evaluate operations of publications distribution
> centers (PDC) or PDO
> Develop job descriptions for civilian employees
> in case of contractor default
> Coordinate with OPR on printing requests or
> requirements

B. Postal Administrators (STG286, N=14). Postal Administrators are responsible for all facets of postal operations for their location. A majority of these individuals work either in an Air Postal Squadron or command an APS detachment. Postal Administrators spend one-quarter of their time performing postal functions. Seventy-nine percent of this group reported working outside the CONUS. Representative Postal Administrative tasks are:

> Interpret postal policies or federal postal
> regulations
> Evaluate use of postal equipment
> Advise higher headquarters on abuses of postal
> services
> Participate in working groups or liaison activities
> on postal matters or projects
> Coordinate on military mail center on postal activities

Postal Administrators supervise an average of 9 people and have an average span of control of 86 people. Postal Administrators also perform an average of 156 tasks.

C. Administrative Communications Personnel (STG618, N=9). These five civilians and four military personnel are responsible for the control and processing of administrative communications. Administrative Communications Personnel spend approximately 13 percent of their time working with administrative communications. These individuals perform an average of 172 tasks, with some of the more representative tasks displayed below:

> Coordinate with communications centers on
> message deliveries
> Assign or monitor suspense controls for
> communications

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Answer inquiries about administrative programs
or functions
Resolve complaints on administrative communications
Monitor unit mail room operations

IV.   UNIT ADMINISTRATORS (GRP144, N=176). This group is responsible for
the basic administrative functions which occur in their unit. Common activi-
ties consist of reviewing APRs and OERs, drafting form letters, standard Air
Force letters, short note replies, and developing orderly room procedures.
This group is 100 percent military, with 59 percent of the group holding the
rank of second lieutenant. The vast majority of this group are assigned to
flying squadrons or flying support squadrons (OMS, AMS, FMS, MMS), with SAC
and TAC accounting for 61 percent of the members. Typical tasks performed by
unit administrators are:

Review airmen performance reports
Write APR
Develop orderly room procedures
Answer inquiries about administrative programs or
functions
Prepare or draft awards or decorations recommendations
Prepare information for commander's call

Within this group, 61 percent of the respondents reported spending 41
percent of their work time or greater on additional duties. Within TAC and
SAC, a variation of this job exists with Unit Administrators who spend a large
amount of time handling security matters, such as initiating clearances,
giving security refresher briefings or debriefings, or issuing restricted area
badges. Unit Administrators perform an average of 102 tasks.

V.   MILITARY ENTRANCE PROCESSING STATION (MEPS) COMMANDERS (STG435,
N=10). This job differs from the Squadron Section Commanders cluster in that
MEPS Commanders spend little time on command and quality force issues and
spend much of their time running the various Military Entrance Processing
Stations around the country. Nine members of this group are military, with
eight having the grade of major. MEPS Commanders have the highest average
active commissioned service time in the survey sample (153 months). Tasks
associated with running and maintaining a MEPS are as follows:

Allocate or coordinate use of office space in
buildings or organizations
Draft, approve, or disapprove work order requests
for maintenance of real property
Monitor special contracted studies
Conduct inventories

MEPS Commanders perform an average of 132 tasks.

VI. OFFICE AUTOMATED SYSTEMS (OAS) PERSONNEL (STG345, N=33). From conducting research on OAS programs and developing OAS software applications, to evaluating OAS equipment or systems, these 33 individuals are responsible for the development, control, and implementation of OAS programs and equipment. These personnel spend one-quarter of their time working with OAS. Fifty-two percent of this group is military, with almost half working in Plans or Programs. Forty-five percent of this group reported working at a higher headquarters. Representative tasks of OAS Personnel are as follows:

> Acquire space for OAS
> Brief on OAS
> Conduct or assist in performing hazardous RFI and
> electromagnetic compatibility (EMC) surveys or studies
> Arrange for or conduct OAS product demonstrations
> Attend conferences, equipment demonstrations, or company
> briefings on new equipment

VII. INSPECTION, COMPLAINTS, AND INQUIRIES LIAISON PERSONNEL (STG97, N=49). These personnel were divided between those who conducted IG inspections and those who spent their time responding to various IG, congressional, and fraud, waste, and abuse complaints or inquiries. Thirty-nine percent of this group is located at higher headquarters, with 68 percent located at the Pentagon. Seventy-three percent of this group is military. Common task performed by this group are as follows:

> Draft, edit, or sign talking, point, or background papers
> Draft or write responses to complaints
> Draft or write responses to congressional inquiries
> Conduct IG inspections of areas other than administrative
> functions
> Conduct IG inspections of administrative functions

These individuals perform an average of 146 tasks.

VIII. CONTRACTING FUNCTIONS PERSONNEL (GRP148, N=56). These job incumbents are responsible for controlling and monitoring contracts. Common activities include reviewing contract specifications, monitoring special contracted studies, and preparing contractor discrepancy reports. All but one person in this group is civilian. There was no common job title for this group, however, job titles such as Data Management Specialist, Technical Data Specialist, and Food Services Officer appear several times. Common tasks performed by these individuals are as follows:

Reconcile financial expenditures with accounting
   and finance, and contracting office
Write statements of work
Review contract specifications
Perform statistical sampling of contractor work
Provide input for contract specifications

This group spends approximately one-quarter of their time on contracting functions.

IX.   RECORDS MANAGEMENT PERSONNEL (STG360, N=33).   These 33 civilians spend almost one-third of their time controlling and managing records on Air Force bases. Thirty-six percent reported a job title of Records Management Chief/Officer, while 55 percent reported a job title of simply Management Analyst. Typical Records Management tasks include:

Conduct inventories of staging areas
Coordinate with base functional area records managers
   on files maintenance or disposition plans
Compile or analyze records management records
Develop records management policies, procedures, or
   standards for microform, storage or retrieval system

X.   PUBLICATIONS MANAGEMENT PERSONNEL (STG141, N=27).   These 16 civilian and 11 military personnel establish polices, evaluate, analyze, and maintain control of publications and forms. Fifty-two percent of these individuals work at a higher headquarters. Ten respondents have the job title of Chief of Publications, while six respondents reported a Chief/Director of Administration job title, and five individuals have a job title of simply Management Analyst. Tasks commonly performed by Publications Management Personnel are:

Review publications bulletin
Advise requestors of publications availability
Establish or evaluate requirements for publications
Analyze or standardize forms
Conduct special reviews of publications

XI.   FORMS MANAGEMENT PERSONNEL (STG473, N=10).   Forms Management Personnel, all civilians, deal with all aspects concerning forms. Activities most characteristic of this group are concerned with the development, evaluation, standardization, and control of forms. Forms management accounts for over 60 percent of these respondents relative job time. The predominant grade in this job is GS-09. Half of the respondents in this group are in Logistics Command. Forms Management Personnel perform a low average of 37 tasks, with the most representative tasks listed below:

Analyze or standardize forms
Maintain publications or forms management records
Approve or disapprove form requests
Develop forms
Compile forms or publications indexes

XII.   UNIT SECURITY MANAGERS (STG191, N=17).   Unit Security Managers are responsible for handling security issues and controlling classified materials within their unit.   Civilians account for 59 percent of the group, with the predominant grade of GS-09.   The predominant military grade is second lieutenant.   Common tasks performed in this job include:

Verify security clearance levels of personnel
Destroy or witness the destruction of classified material
Control unit classified material or functions
Conduct security indoctrination briefings

An average of 100 tasks is performed by this group.

XII.   EDITORS (STG200, N=9).   These nine civilians deal with the editing of publications.   Developing formats for standard publications, advising personnel on procedures for developing new publications, and establishing or evaluating requirements for publications are all standard tasks performed in this job.   Editors reported grades of either GS-09 or GS-11.   Representative tasks for these job incumbents include:

Advise personnel on procedures for developing new
   procedures
Advise requestors of changes to publications
Develop formats for standard publications
Approve or disapprove publications or supplements

XIV.   TECHNICAL ORDERS MANAGERS (STG307, N=13).   This group of civilians is involved with the management of technical orders.   Over one-quarter of their time is spent in this capacity.   All 13 job incumbents in this job belong to Logistics Command.   All but two of these respondents reported an occupational series of 0301, Miscellaneous Administration and Program. Typical tasks performed in this job include:

Establish or evaluate requirements for publications
Draft form letters
Distribute standard publications, technical orders,
   or forms
Establish policies on publications of technical
   orders

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XV.   REPROGRAPHICS MANAGEMENT PERSONNEL (STG525, N=18). These 18 individuals are responsible for the evaluation, implementation, and establishment of policies dealing with reprographics equipment and operations. Typical Reprographics management tasks are:

> Analyze performance of printing, duplicating,
> microform, and copying equipment
> Coordinate with OPR on printing requests or
> requirements
> Implement reprographics automated management
> systems (RAMS)
> Establish procedures or limitations on use of
> copiers
> Evaluate requirements for micrographics equipment
> or systems

XVI.   PRINTING SPECIALISTS (STG172, N=6). These individuals perform a similar job to Reprographics Management Personnel, however the scope of this job is more narrow in that these personnel concentrate more on the preparation and coordination of printing-related functions. Characteristic tasks of Printing Specialists include:

> Coordinate with OPR on printing requests or
> requirements
> Coordinate with printing contract companies
> on billing differences
> Prepare requisitions for printing to submit
> to GPO
> Prepare joint committee on printing (JCP) reports

This job had smallest amount of incumbents in the survey, six.

XVII.   CIVILIAN MANAGEMENT PERSONNEL (GRP147, N=147). This group is composed of higher ranking civilian and military personnel whose common denominator is the management and supervision of personnel or resources. This job is very general in nature with many supervisory tasks being performed by the group. Seventy-eight percent of this group is civilian, with 39 percent of them holding a grade of GS/GM-13 or higher. Seventy-two percent of the military hold a field grade rank. The majority of the respondents gave a job title as either chief of a branch, head of a division, or supervisor/manager of a technical function or service. One common reported job which appeared in this group was Chief/Manager of Recreation Services. Typical tasks of these incumbents are:

Draft, edit, or sign standard Air Force letters to
   organizations within Air Force
Write civilian annual performance evaluations
Plan or approve leave schedules
Interview or select applicants for civilian positions
Indorse or prepare indorsements for OER, APR, or
   civilian performance and appraisal reports
Assign additional duties to personnel

Comparisons of Specialty Jobs

Three clusters and 14 independent jobs were identified in the utilization field structure analysis, with 2 clusters, Squadron Section Commander and Executive Support Personnel, accounting for 44 percent of the total sample. Many of the other jobs identified were accounted for by small numbers of personnel. Although the Administration utilization field contains some diverse functions, the utilization field appears to be homogenous, with the majority of personnel performing many similar tasks. The general administrative tasks are the most consistent tasks performed across jobs, followed by management, supervision, and command tasks. The specialty job analysis and survey data tend to support the current utilization field structure.

A comparison of specialty jobs identified in the previous OSR and the current specialty jobs reveals an overall stability in the utilization field. All of the clusters and major jobs identified in the previous OSR were again identified in this OSR. The most noticeable change in military jobs is the absence of Dependent School Management Personnel identified in the previous OSR, and the presence of two additional jobs, Office Automated Systems Personnel and MEPS Commanders. Within this OSR there were also less civilian jobs identified. Jobs not identified in this report include: Housing Referral Management Personnel, Librarians, Reference Librarians, and Housing and Billeting Managers. Additional civilian jobs identified in this report include: Forms Management Personnel and Technical Orders Personnel.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups is accomplished to determine differences in tasks performed, time spent on duties, or specific background data.

Executive Support Staff Officers - AFSC 701X. The survey sample included 280 respondents with a duty AFSC of 701X, who perform an average of 100 tasks. A review of the computer generated job description for this specialty reveals Executive Support Staff Officers perform a relatively similar job, although very slight differences on job emphasis do exist between ranks (see Table 5). As a whole, DAFSC 701X officers perform general administrative tasks; management, supervision, and command tasks; and executive support, protocol, and aide tasks. Representative tasks of 701X personnel appear below:

TABLE 5

JOB EMPHASIS OF EXECUTIVE SUPPORT STAFF OFFICERS (701X)
PERCENT TIME SPENT BY DUTY

DUTIES	CAPT (N=58)	MAJ (N=112)	LT COL (N=88)	COL (N=15)
A. GENERAL ADMINISTRATIVE FUNCTIONS	49	47	52	47
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	16	24	19	19
C. EVALUATION AND INSPECTION FUNCTIONS	2	2	2	4
D. TRAINING FUNCTIONS	1	1	1	-
E. QUALITY FORCE PROGRAM ACTIONS	3	4	2	1
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	25	16	21	22
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	-	-	-	-
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	1	1	1	1
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	1	1	1	-
J. RECORDS MANAGEMENT FUNCTIONS	1	-	-	1
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	1	1	1	1
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	-	1	-	2
M. CONTRACTING FUNCTIONS	-	1	1	-
N. PLANNING AND PROGRAMMING FUNCTIONS	-	1	1	-

- Denotes less than 1 percent

Prepare correspondence or reports for senior
  officer's signature
Draft, edit, or sign standard Air Force letters
  to organizations within Air Force
Draft, edit, or sign memoranda for the record
Indorse or prepare indorsements for OER, APR, or
  civilian performance and appraisal reports
Draft, edit, or sign talking, point, or background
  papers
Review airman performance reports
Review senior officer's incoming correspondence
Advise action officers or staff agencies on senior
  officer preferences on formats, correspondence,
  or staff work
Advise senior officer on policy or procedural matters
Answer questions on senior officer's personal likes or
  preferences

Captains within this specialty spend 25 percent of their time on execu-
tive support, protocol, and aide functions. This is the highest amount of
time among the rank groups. Captains also spend 16 percent of their time on
command, management, and supervision tasks. Majors spend 24 percent of their
time on management, command, and supervision tasks, and 16 percent of their
time on executive support, protocol, and aide functions, the reverse of cap-
tains. Table 6 shows the differences between 701X captains and majors.

The difference between 701X majors and lieutenant colonels is less than
that of captains and majors; however, a slight difference does exist in that
lieutenant colonels spend less time on management, supervision, and command
functions, and more time on general administrative functions and executive
support, protocol, and aide functions. Table 7 shows the differences between
these two ranks.

Lieutenant colonels and colonels appear to have a very similar job
emphasis, with colonels spending slightly more time on general administrative
functions. Differences exist in the tasks performed, however, as colonels
perform more inspection and evaluation types of tasks. Differences in tasks
performed between lieutenant colonels and colonels appear in Table 8.

Executive Support Officers - AFSC 702X. One thousand eighty-eight officers
with a 702X DAFSC responded to the survey. This represents 49 percent of the
total survey sample. Table 9 shows the job emphasis across ranks for 702X
officers. With the exception of a low number of 702X lieutenant colonels,
702X officers as a whole performed a very similar job. Job emphasis for
lieutenants, captains, and majors are all very similar. Lieutenant colonels
have a greater job emphasis on general administrative functions and executive
support, protocol, and aide functions, while placing much less emphasis on
management, supervision, and command functions. Representative tasks per-
formed by 702X respondents include:

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TABLE 6

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 701X OFFICERS IN GRADES CAPTAIN AND MAJOR
(PERCENT MEMBERS PERFORMING)

TASKS		CAPT (N=58)	MAJ (N=112)	DIFFERENCE
A41	COORDINATE WITH SECURITY PERSONNEL ON SECURITY ASPECTS OF VISITS OR TOURS	43	22	21
F388	BRIEF SENIOR OFFICER ON UNIFORMS OR ATTIRE FOR SCHEDULED EVENTS OR FUNCTIONS	57	37	20
F385	ATTEND SOCIAL FUNCTIONS WITH, OR FOR, SENIOR OFFICER	66	46	20
F383	ARRANGE OR COORDINATE DISTINGUISHED VISITORS CEREMONIES	48	29	19
F376	ANSWER QUESTIONS ON SENIOR OFFICER'S PERSONAL LIKES OR PREFERENCES	66	47	19
F379	ARRANGE FOR BILLETING OF DISTINGUISHED VISITORS OR MEMBERS OF THEIR PARTY	50	33	17
F408	MONITOR OR MAINTAIN SENIOR OFFICER SCHEDULE OF DAILY ACTIVITIES	47	31	16
F397	COORDINATE PROTOCOL MATTERS WITH OFFICES OF PRIMARY RESPONSIBILITY (OPR)	53	38	15
F382	ARRANGE NONOFFICIAL OR PRIVATE SOCIAL FUNCTIONS, SUCH AS COCKTAIL PARTIES OR PRIVATE DINNERS	43	28	15
F373	ADVISE SENIOR OFFICER ON POSSIBLE CONFLICT OF INTEREST ACTIONS OR POTENTIALLY EMBARRASSING SITUATIONS	55	40	15
B191	COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	45	65	-20
B259	RECOMMEND EXTENSION OF TOURS	9	29	-20
B206	EVALUATE INDIVIDUAL QUALIFICATIONS FOR ASSIGNMENT	22	42	-20
B170	BRIEF COMMANDER ON STATUS OF UNIT OPERATIONS OR MORALE	29	50	-21
B215	INTERVIEW OR SELECT APPLICANTS FOR CIVILIAN POSITIONS	16	38	-22
B163	APPROVE OR DISAPPROVE REQUESTS FOR OFF-DUTY EMPLOYMENT	17	39	-22
B192	COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR INDEBTEDNESS	33	56	-23
A2	ANALYZE ACCOUNTS OF EXPENDITURES OF TDY FUNDS	21	45	-24
A8	APPROVE EXPENDITURES OF TDY FUNDS	31	56	-25
B212	INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	59	85	-26

TABLE 7

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 701X OFFICERS IN GRADES MAJOR AND LT COLONEL
(PERCENT MEMBERS PERFORMING)

TASKS	MAJOR (N=112)	LT COL (N=88)	DIFFERENCE
E352 INITIATE DOCUMENTATION FOR INCLUSION IN UNFAVORABLE INFORMATION FILES (UIF)	34	10	24
B164 APPROVE OR DISAPPROVE REQUESTS FOR REENLISTMENT	38	15	23
B163 APPROVE OR DISAPPROVE REQUESTS FOR OFF-DUTY EMPLOYMENT	39	16	23
B204 ENSURE COMPLIANCE WITH INDIVIDUALIZED NEWCOMER TREATMENT AND ORIENTATION (INTRO) PROGRAM	28	6	22
B275 SELECT OR RECOMMEND PERSONNEL FOR PME	38	17	21
B165 APPROVE OR DISAPPROVE REQUESTS FOR RETRAINING OR SPECIAL DUTY	30	9	21
B252 PREPARE INFORMATION FOR COMMANDER'S CALL	38	18	20
B175 CONDUCT COMMANDER'S CALL	30	10	20
B207 EVALUATE OR APPROVE AIRMAN FOR NCO STATUS	28	8	20
B264 REVIEW AIRMAN PERFORMANCE REPORTS (APR)	74	55	19
A42 COORDINATE WITH STAFF AGENCIES OR ACTION OFFICERS ON DIFFERENCES IN OPINIONS, PROPOSALS, OR STAFF REPORTS	62	74	-12
F385 ATTEND SOCIAL FUNCTIONS WITH, OR FOR, SENIOR OFFICER	46	59	-13
B215 INTERVIEW OR SELECT APPLICANTS FOR CIVILIAN POSITIONS	38	52	-14
F375 ADVISE STAFF ON OPERATION OF PARTICULAR CONGRESSIONAL OFFICES OR STAFFS	13	27	-14
A64 DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED CLASSIFIED MESSAGES	38	52	-14
F377 APPOINT, BRIEF, OR COORDINATE ESCORT OFFICERS TO CONDUCT PROTOCOL SUPPORT FOR VISITORS	38	52	-14
F382 ARRANGE NONOFFICIAL OR PRIVATE SOCIAL FUNCTIONS, SUCH AS COCKTAIL PARTIES OR PRIVATE DINNERS	28	43	-15

TABLE 8

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 701X OFFICERS IN GRADES LT COLONEL AND COLONEL
(PERCENT MEMBERS PERFORMING)

TASKS		LT COL (N=88)	COLONEL (N=15)	DIFFERENCE
A80	HAND CARRY COMMUNICATION OR SHORT SUSPENSE ITEMS	74	27	47
A139	REVIEW OR CODE DOCUMENTS FOR FILING	31	0	34
A14	ARRANGE LOCAL TRANSPORTATION OF PERSONNEL OR MATERIALS	57	27	30
F377	APPOINT, BRIEF, OR COORDINATE ESCORT OFFICERS TO CONDUCT PROTOCOL SUPPORT FOR VISITORS	52	27	25
A65	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED UNCLASSIFIED MESSAGE	78	53	25
A85	MAINTAIN OR MONITOR SUSPENSE CONTROL SYSTEMS	44	20	24
F382	ARRANGE NONOFFICIAL OR PRIVATE SOCIAL FUNCTIONS, SUCH AS COCKTAIL PARTIES OR PRIVATE DINNERS	43	20	23
B281	WRITE CIVILIAN PERFORMANCE STANDARDS	55	33	22
A42	COORDINATE WITH STAFF AGENCIES OR ACTION OFFICERS ON DIFFERENCES IN OPINIONS, PROPOSALS, OR STAFF REPORTS	74	53	21
C295	ORGANIZE OR CONDUCT DORMITORY INSPECTIONS	10	27	-17
C288	COORDINATE ON JOINT IG INSPECTION WITH OTHER AGENCIES	9	27	-18
C284	CONDUCT FACILITY AND GROUNDS INSPECTIONS	22	40	-18
C299	REVIEW INSPECTION GUIDES, CHECKLISTS, OR REPORTS	27	47	-20
C286	CONDUCT IG INSPECTIONS OF AREAS OTHER THAN ADMINISTRATIVE FUNCTIONS	7	27	-20
C300	SCHEDULE UNITS FOR IG INSPECTIONS	6	27	-21
F380	ARRANGE FOR IG TEAM AUGMENTEES	7	33	-26
F373	ADVISE SENIOR OFFICER ON POSSIBLE CONFLICT OF INTEREST ACTIONS OR POTENTIALLY EMBARRASSING SITUATIONS	47	73	-26
A32	CONSULT WITH FUNCTIONAL OPR FOR ASSISTANCE BASED ON COMPLAINTS DATA OR CONGRESSIONAL OR EXECUTIVE INQUIRIES	38	73	-35
B282	WRITE OER	56	93	-37

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TABLE 9

JOB EMPHASIS OF EXECUTIVE SUPPORT OFFICERS (702X)
PERCENT TIME SPENT BY DUTY

DUTIES	LT (N=447)	CAPT (N=580)	MAJ (N=52)	LT CO| (N=7|
A. GENERAL ADMINISTRATIVE FUNCTIONS	42	41	41	51
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	33	31	31	19
C. EVALUATION AND INSPECTION FUNCTIONS	3	3	3	6
D. TRAINING FUNCTIONS	3	2	3	-
E. QUALITY FORCE PROGRAM ACTIONS	6	7	7	1
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	9	11	8	21
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	-	-	-	-
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	1	1	1	1
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	1	1	1	1
J. RECORDS MANAGEMENT FUNCTIONS	1	-	-	-
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	1	1	1	-
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	2	1	2	-
M. CONTRACTING FUNCTIONS	-	-	-	-
N. PLANNING AND PROGRAMMING FUNCTIONS	-	-	-	-

* Because of low number of 702X colonels, data is not presented
- Denotes less than 1 percent

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Review airman performance reports (APR)
Draft, edit, or sign standard Air Force letters to
  organizations within Air Force
Prepare correspondence or reports for senior officer's
  signature
Draft, edit, or sign short note replies
Indorse or prepare indorsements for OER, APR, or
  civilian performance and appraisal reports
Answer inquiries about administrative programs or
  functions
Draft, edit, or sign memoranda for record
Review officer effectiveness reports (OER)
Counsel personnel on infractions or work performance
Develop orderly room procedures or responsibilities

Although time spent on duties is very similar from lieutenant to major, further analysis reveals some slight differences between grades. Differentiating tasks between 702X lieutenants and captains are shown in Table 10.

702X lieutenants place slightly more emphasis on security-related tasks, such as initiating clearances, conducting security inspections, and conducting security briefings and debriefings, while 702X captains perform personnel management-related tasks, such as recommending extension of tours and approving or disapproving requests for hazardous recreational or sports activities.

When compared to majors, 702X captains perform more general and unit administrative tasks, such as developing a suspense control system or assigning or monitoring suspense controls for communications. 702X majors, when compared to captains, perform more administrative tasks requiring more responsibility and more warplanning, readiness, mobility or contingency functions. Table 11 illustrates the tasks that differentiate 702X captains and majors.

Differences between 702X majors and lieutenant colonels in time spent on duties is marked, and Table 12 shows the differentiating tasks between these two ranks. Majors have a higher emphasis on quality force functions, such as UIFs, discharges, nonjudicial punishments, and other disciplinary actions. In addition, majors perform more management, supervision, and command tasks, such as approving or disapproving requests for retraining or basic allowance for subsistence. Opposed to majors, lieutenant colonels place heavy emphasis on executive support tasks, such as handling trip books or coordinating on briefings, tours, visits or protocol matters for senior officers.

702X officers perform an average of 117 tasks, although 702X lieutenant colonels perform a very narrow range of tasks.

Administration Management Office; - AFSC 703X. One-hundred ten DAFSC 703X officers responded to our survey. This accounts for 5 percent of the survey sample. 703X officers perform a broad range of tasks across a variety of duties. Tasks representative of 703X officers are as follows:

TABLE 10

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 702X OFFICERS IN GRADES LT AND CAPT
(PERCENT MEMBERS PERFORMING)

TASKS		LT (N=447)	CAPT (N=580)	DIFFEREN
B194	DEVELOP ORDERLY ROOM PROCEDURES OR RESPONSIBILITIES	70	55	15
A83	INITIATE PERSONNEL SECURITY CLEARANCES	42	27	15
A26	CONDUCT ANNUAL SECURITY REFRESHER BRIEFINGS	45	33	12
B185	CONDUCT SECURITY INSPECTIONS	41	29	12
B233	MONITOR SPECIAL UNIT PROGRAMS, SUCH AS SPORTS PROGRAMS OR AFAF DRIVES	51	41	10
B184	CONDUCT SECURITY INDOCTRINATION BRIEFINGS	34	24	10
A27	CONDUCT COMMUNICATIONS SECURITY (COMSEC) EDUCATION PROGRAMS	39	29	10
A117	PLAN OR MONITOR THE PHYSICAL SECURITY SYSTEMS FOR BUILDINGS	24	14	10
B218	ISSUE OR CERTIFY RESTRICTED AREA BADGES	40	30	10
A154	VERIFY SECURITY CLEARANCE LEVELS OF PERSONNEL	43	34	9
D308	DETERMINE DISPOSITION OF PERSONNEL FAILING OJT END OF COURSE EXAM	15	29	-14
A62	DRAFT OR WRITE RESPONSES TO COMPLAINTS	37	51	-14
B206	EVALUATE INDIVIDUAL QUALIFICATIONS FOR ASSIGNMENT	25	39	-14
E363	RESPOND TO DOMESTIC DISTURBANCES	24	39	-15
B162	APPROVE OR DISAPPROVE REQUESTS FOR HAZARDOUS RECREATIONAL OR SPORTS ACTIVITIES	13	29	-16
A61	DRAFT OR EDIT ANSWERS TO CONGRESSIONAL INQUIRIES	16	33	-17
A146	SERVE ON COURT-MARTIAL, ADMINISTRATIVE BOARDS, OR EVALUATION BOARDS	31	48	-17
B260	RECOMMEND PERSONNEL FOR SPECIAL DUTY ASSIGNMENTS	27	44	-17
B259	RECOMMEND EXTENSION OR TOURS	15	33	-18
A42	COORDINATE WITH STAFF AGENCIES OR ACTION OFFICERS ON DIFFERENCES IN OPINIONS, PROPOSALS, OR STAFF REPORTS	28	48	-20

TABLE 11

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 702X OFFICERS IN GRADES CAPTAIN AND MAJOR
(PERCENT MEMBERS PERFORMING)

TASKS		CAPT (N=580)	MAJ (N=52)	DIFFERENCE
A52	DEVELOP SUSPENSE CONTROL SYSTEM	54	25	29
A6	ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	76	56	20
A18	ASSIGN OR MONITOR SUSPENSE CONTROLS FOR COMMUNICATIONS	48	29	19
A139	REVIEW OR CODE DOCUMENTS FOR FILING	30	12	18
A119	PLAN UNIT INFORMATION PROGRAMS, SUCH AS BULLETIN BOARDS, NEWS RELEASES, OR COMMUNITY RELATIONS	41	23	18
F397	COORDINATE PROTOCOL MATTERS WITH OFFICES OF PRIMARY RESPONSIBILITY (OPR)	29	12	17
A85	MAINTAIN OR MONITOR SUSPENSE CONTROL SYSTEMS	46	29	17
A15	ARRANGE SPEAKERS OR DEMONSTRATIONS ON SPECIAL INTEREST ITEMS	43	27	16
A88	MONITOR INTERNAL CONTROLS OF RESOURCES	26	10	16
B170	BRIEF COMMANDER ON STATUS OF UNIT OPERATIONS OR MORALE	60	44	16
L652	BRIEF OR CONDUCT TRAINING FOR PERSONNEL ON CRISIS ACTION TEAM (CAT) OT BATTLE STAFF DUTIES OR PROGRAMS	11	19	- 8
L672	PERFORM PERIODIC READINESS INSPECTIONS OF MOBILITY SHIPPING CONTAINERS OR MATERIALS	3	13	-10
L657	DEVELOP OR REVISE DISASTER PREPAREDNESS PROGRAMS	11	21	-10
L661	IDENTIFY FOR DESTRUCTION CRITICAL, SENSITIVE, OR CLASSIFIED MATERIAL DURING EMERGENCIES	5	15	-10
L671	PARTICIPATE ON SURVIVAL, RECOVERY, RECONSTITUTION TEAM	14	25	-11
A63	DRAFT, APPROVE, OR DISAPPROVE WORK ORDERS REQUESTS FOR MAINTENANCE OF REAL PROPERTY	23	35	-12
A64	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED CLASSIFIED MESSAGES	24	37	-13
A32	CONSULT WITH FUNCTIONAL OPR FOR ASSISTANCE BASED ON COMPLAINTS DATA OR CONGRESSIONAL OR EXECUTIVE INQUIRIES	27	40	-13
A146	SERVE ON COURTS-MARTIAL, ADMINISTRATIVE BOARDS, OR EVALUATION BOARDS	48	63	-15
C283	COMPILE OR WRITE REPORTS ON FEEDBACK OF IG DATA TO FIELD	14	29	-15

TABLE 12

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 702X OFFICERS IN GRADES MAJOR AND LT COLONEL
(PERCENT MEMBERS PERFORMING)

TASKS		MAJOR (N=52)	LT COL (N=7)	DIFFERENC
E344	ADMINISTER COURT-MARTIAL, ADMONISHMENT, OR ARTICLE 15 CHARGES	56	0	56
E343	ADMINISTER CONTROL ROSTER ACTIONS	54	0	54
E345	ADMINISTER RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES	54	0	54
E352	INITIATE DOCUMENTATION FOR INCLUSION IN UNFAVORABLE INFORMATION FILES (UIF)	54	0	54
B158	APPROVE OR DISAPPROVE BASIC ALLOWANCE FOR SUBSISTENCE (BAS)	52	0	52
B165	APPROVE OR DISAPPROVE REQUESTS FOR RETRAINING OR SPECIAL DUTY	52	0	52
B190	COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	52	0	52
B261	REFER PERSONNEL TO REHABILITATION PROGRAMS	52	0	52
E350	INITIATE ACTION TO WITHHOLD, DELAY, OR DENY PROMOTIONS	50	0	50
E356	PREPARE OR DRAFT DOCUMENTS FOR DISCIPLINARY ACTIONS	50	0	50
F399	COORDINATE SUPPORT WITH CIVILIAN COMMUNITY HOTELS, RESTAURANTS, OR CHAMBERS OF COMMERCE	12	57	-45
B216	INTERVIEW PERSONNEL FOR MILITARY POSITIONS	37	86	-49
F395	COORDINATE OR SCHEDULE STAFF BRIEFINGS FOR SENIOR OFFICERS RETURNING FROM LEAVE OR TDY	8	57	-49
F396	COORDINATE PROPOSED VISITS OR CONFERENCES	19	71	-52
F418	REVIEW SENIOR OFFICERS' INCOMING CORRESPONDENCE	19	71	-52
F377	APPOINT, BRIEF, OR COORDINATE ESCORT OFFICERS TO CONDUCT PROTOCOL SUPPORT FOR VISITORS	17	71	-54
A17	ASSIGN OFFICE OF PRIMARY RESPONSIBILITY (OPR) FOR OR TRACK ANSWERS TO CONGRESSIONAL INQUIRIES	12	71	-59
F397	COORDINATE PROTOCOL MATTERS WITH OFFICES OF PRIMARY RESPONSIBILITY (OPR)	12	71	-59
F416	PREPARE, REVIEW, OR COORDINATE TRIP BOOKS	8	71	-63
A30	CONDUCT MEETINGS OF ADMINISTRATIVE SUPPORT OR STAFF EXECUTIVE OFFICERS	23	100	-77

Draft, edit, or sign standard Air Force letters
to organizations within Air Force
Answer inquiries about administrative programs
or functions
Analyze records, reports, charts, graphs, or
computer products
Review corrective actions taken on IG inspections,
staff assistance visits (SAV), or local inspections
Draft, edit, or release electrically transmitted
unclassified messages
Review inspection guides, checklists, or reports
Approve or disapprove administrative budget plans
or proposals
Authenticate or supervise publication or distribu-
tion of administrative orders
Approve or disapprove publications or supplements

Table 13 shows how time spent on duties varies between ranks. A compari-
son of 703X lieutenants and captains shows lieutenants spend 8 percent less
time on general administration and 5 percent more time on administrative
communications, postal and courier service functions. Table 14 shows lieuten-
ants have a higher emphasis on performing postal functions.

When compared to majors, captains have a higher emphasis on Office
Automated Systems (OAS) related tasks, such as coordinating training require-
ments or specifications with vendors or procurement or conducting research or
consulting on OAS. Majors have a much higher job emphasis on quality force
and management, supervision, and command functions. Differentiating tasks
between captains and majors can be seen in Table 15.

While the time spent in duties varies across grades, this change does not
represent an alteration in the type or nature of the work performed by DAFSC
703X officers, but rather just a change in job emphasis.

Administration Management Staff Officers - AFSC 704X. There were 108 DAFSC
704X officers in our survey, and this represents 5 percent of the survey
sample. Table 16 shows the job emphasis across ranks for 704X officers.
While 704X officers spend between 60 and 70 percent of their time on general
administration and management types of tasks, they do perform a broad range of
tasks representing almost all other duties. Representative tasks for 704X
officers include:

Draft, edit, or sign standard Air Force letters
to organizations within Air Force
Answer inquiries about administrative programs or
functions
Prepare correspondence or reports for senior
officer's signature
Plan or manage meetings, conferences, or working groups
to include agendas, invitations, or follow-up actions

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TABLE 13

JOB EMPHASIS OF ADMINISTRATION MANAGEMENT OFFICERS (703X)
PERCENT TIME SPENT BY DUTY

DUTIES	LT (N=8)	CAPT (N=96)	MAJ (N=6)
A. GENERAL ADMINISTRATIVE FUNCTIONS	38	46	33
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	21	20	29
C. EVALUATION AND INSPECTION FUNCTIONS	3	2	3
D. TRAINING FUNCTIONS	4	3	3
E. QUALITY FORCE PROGRAM ACTIONS	2	1	5
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	3	5	6
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	-	-	-
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	11	6	10
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	8	5	4
J. RECORDS MANAGEMENT FUNCTIONS	1	1	1
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	3	4	1
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	3	2	2
M. CONTRACTING FUNCTIONS	2	2	2
N. PLANNING AND PROGRAMMING FUNCTIONS	1	2	1

- Denotes less than 1 percent

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TABLE 14

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 703X OFFICERS IN GRADES LT AND CAPT
(PERCENT MEMBERS PERFORMING)

TASKS		LT (N=8)	CAPT (N=96)	DIFFERENCE
A138	REVIEW OR ANALYZE IG COMPLAINTS OR TRENDS	63	15	48
A119	PLAN UNIT INFORMATION PROGRAMS, SUCH AS BULLETIN BOARDS, NEWS RELEASES, OR COMMUNITY RELATIONS	75	35	40
C293	INSPECT UNIT MAIL ROOMS	50	10	40
A111	PLAN MILITARY FORMATIONS, SUCH AS PARADES, FUNERALS, RETREATS, OR HONOR GUARDS	50	13	37
H516	PUBLICIZE INFORMATION CONCERNING MAIL SERVICE	63	26	37
B248	PLAN UNIT SPECIAL PROJECTS, SUCH AS SPECIAL CLEAN-UP, COMMUNITY SERVICE, OR OPEN-HOUSE ACTIVITIES	63	27	36
I580	NEGOTIATE DISPUTES WITH PRINTING CONTRACTORS OR GOVERNMENT PRINTING OFFICE (GPO)	38	2	36
H463	CONDUCT POSTAL CUSTOMERS COMPLAINT SESSIONS	38	3	35
H466	CONSOLIDATE INFORMATION INPUTS FROM OTHER AGENCIES ON POSTAL AFFAIRS	38	4	34
H445	ANALYZE POSTAL SUPPLY ACCOUNTS FOR TRENDS	38	5	33
B235	ORGANIZE OR CONDUCT SPECIAL SELECTION BOARDS, SUCH AS AWARDS OR PME	13	29	-16
B267	REVIEW OFFICER EFFECTIVENESS REPORTS (OER)	13	29	-16
B277	SIGN MISCELLANEOUS FORMS FOR UNIT PERSONNEL, SUCH AS TUITION ASSISTANCE OR DEFERRED LOAN PAYMENTS	13	31	-18
B262	RESEARCH OR WRITE CIVILIAN POSITION DESCRIPTIONS	25	45	-20
A103	PERFORM FUNCTIONS OF NOTARY PUBLIC	0	23	-23
B160	APPROVE OR DISAPPROVE REQUESTS FOR ABSENCES FROM DUTY (E.G., LEAVES, PASSES, ETC.)	38	61	-23
B259	RECOMMEND EXTENSION OF TOURS	0	24	-24
A142	REVIEW PUBLICATIONS BULLETIN	25	59	-34

TABLE 15

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 703X OFFICERS IN GRADES CAPT AND MAJOR
(PERCENT MEMBERS PERFORMING)

TASKS		CAPT (N=96)	MAJOR (N=6)	DIFFEREN(
L657	DEVELOP OR REVISE DISASTER PREPAREDNESS PROGRAMS	39	0	39
B268	REVIEW OR ANALYZE ADMINISTRATIVE REQUIREMENTS OF ORGANIZATIONS, UNITS, OR BASES	38	0	38
N717	PARTICIPATE ON PROGRAMMING PLANS OR OPERATIONS PLAN WORKING GROUP	34	0	34
A154	VERIFY SECURITY CLEARANCE LEVELS OF PERSONNEL	30	0	30
K636	COORDINATE TRAINING REQUIREMENTS AND SPECIFICATIONS WITH PROCUREMENT	22	0	22
K636	COORDINATE TRAINING REQUIREMENTS AND EQUIPMENT SPECIFICATIONS WITH VENDOR	21	0	21
K633	CONDUCT RESEARCH TO IMPROVE OAS PROGRAMS	20	0	20
K646	PROVIDE CONSULTATION TO VISITORS OR OTHER AGENCIES ON OAS PROCEDURES OR IMPLEMENTATION	20	0	20
K648	SERVE AS INFORMATION SYSTEMS SECURITY OFFICER	70	50	20
K626	ADVISE PERSONNEL ON EQUIPMENT AND FURNISHINGS AVAILABLE FOR OFFICE SYSTEMS	19	0	19
E344	ADMINISTER COURT-MARTIAL, ADMONISHMENT, OR ARTICLE 15 CHARGES	11	50	-39
E343	ADMINISTER CONTROL ROSTER ACTIONS	10	50	-40
B196	DIRECT INDIVIDUAL PARTICIPATION IN MEDICAL TESTING FOR DRUG ABUSE OR COMMUNICABLE DISEASES	9	50	-41
B233	MONITOR SPECIAL UNIT PROGRAMS, SUCH AS SPORTS PROGRAMS OR AFAF DRIVES	24	67	-43
B165	APPROVE OR DISAPPROVE REQUESTS FOR RETRAINING OR SPECIAL DUTY	21	67	-46
B252	PREPARE INFORMATION FOR COMMANDER'S CALL	21	67	-46
E352	INITIATE DOCUMENTATION FOR INCLUSION IN UNFAVORABLE INFORMATION FILES (UIF)	19	67	-48
E356	PREPARE OR DRAFT DOCUMENTS FOR DISCIPLINARY ACTIONS	29	83	-54
B278	VISIT HOSPITALIZED OR INCARCERATED PERSONNEL	27	83	-56
E346	CONDUCT PRELIMINARY INQUIRIES OF INVESTIGATIONS	16	83	-67

TABLE 16

JOB EMPHASIS OF ADMINISTRATION MANAGEMENT STAFF OFFICERS (704X)
(PERCENT TIME SPENT BY DUTY)

DUTIES	CAPT* (N=25)	MAJ (N=51)	LT COL (N=23)	COL (N=9)
A. GENERAL ADMINISTRATIVE FUNCTIONS	45	42	49	47
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	18	20	21	21
C. EVALUATION AND INSPECTION FUNCTIONS	2	2	2	1
D. TRAINING FUNCTIONS	2	3	1	1
E. QUALITY FORCE PROGRAM ACTIONS	1	2	2	1
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	3	6	9	5
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	1	-	-	-
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	9	5	4	9
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	5	6	2	5
J. RECORDS MANAGEMENT FUNCTIONS	1	1	1	2
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	7	5	2	1
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	2	1	1	1
M. CONTRACTING FUNCTIONS	1	4	2	2
N. PLANNING AND PROGRAMMING FUNCTIONS	3	3	3	3

- Denotes less than 1 percent
* Because of a low number of 704X lieutenants, data is not presented

Prepare of draft awards or decorations recommendations
Review corrective actions taken on IG inspections, staff
  assistance visits (SAV), or local inspections
Monitor or manage administrative manning requirements
Approve or disapprove publications or supplements
Counsel personnel on infractions or work performance
Interpret administrative orders, policies, or regulations

A comparison of 704X captains and majors (see Table 17) shows captains perform more postal-related functions, while majors perform more supervisory and security-related tasks. In addition, majors perform more contracting-related tasks, such as reviewing contract specifications and monitoring contracts for compliance.

A review of differentiating tasks between majors and lieutenant colonels (Table 18) shows lieutenant colonels perform more planning and programming tasks, while overall they perform less technical tasks and more general tasks. Majors perform more contracting tasks, OAS tasks, and publications, forms, and reprographic tasks.

A comparison of 704X lieutenant colonels and colonels shows lieutenant colonels to be more involved with general administrative functions, while colonels have a higher emphasis on higher level postal functions, such as coordinating with U.S. State Department or foreign government representatives on postal procedures or negotiations or developing joint service contingency plans for mail delivery or transportation in national emergencies. Colonels also perform more publications, forms, and reprographic tasks like monitoring recurring periodical program, and implementing a publishing distribution office system. Differentiating tasks between these two ranks are illustrated in Table 19.

AFSC DIFFERENCES

This section will first consider the similarities and differences between Executive Support Officers (AFSC 702X) and Executive Support Staff Officers (AFSC 701X). Then the similarities and differences between Administration Management Officers (AFSC 703X) and Administration Management Staff Officers (AFSC 704X) will be examined. The analysis will conclude with a summary discussion of differences among all four AFSCs. Table 20 shows a comparison of selected background data between the four DAFSCs.

Comparison of Executive Support Staff Officers (AFSC 701X) and Executive Support Officers (AFSC 702X). Personnel with DAFSCs of 701X and 702X perform an average of 100 and 117 tasks, respectively. Both 701X and 702X officers spend close to 70 percent of their job time performing general administrative functions; and management, supervision, and command functions. Executive Support Staff Officers spend twice as much time (20 percent) performing executive

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TABLE 17

TASKS WHICH DIFFERENTIATE BETWEEN DAFSC 704X OFFICERS IN GRADES CAPTAIN AND MAJOR
(PERCENT MEMBERS PERFORMING)

TASKS		CAPT (N=25)	MAJ (N=51)	DIFFERENCE
A97	PARTICIPATE IN ADVISORY COUNCIL MEETINGS OR ACTIVITIES	52	16	36
A16	ASSIGN BASE OR STAFF DETAILS	52	25	27
H453	APPROVE OR DISAPPROVE REQUESTS FOR POSTAL SERVICES FROM INDIVIDUALS OR ORGANIZATIONS	40	14	26
A93	MONITOR TELEPHONE USE	40	20	20
H464	CONDUCT POSTAL INSPECTIONS	24	4	20
A77	EVALUATE SUGGESTIONS	80	61	19
H444	ANALYZE POSTAL PROBLEMS	52	33	19
H509	PARTICIPATE IN WORKING GROUPS OR LIAISON ACTIVITIES ON POSTAL MATTERS OR PROJECTS	28	10	18
H502	INVESTIGATE POSTAL COMPLAINTS OR INCIDENTS	36	20	16
H442	ADVISE HIGHER HEADQUARTERS ON ABUSES OF POSTAL SERVICES	32	16	16
I555	DEVELOP FORMS	4	18	-14
I564	ESTABLISH PROCEDURES OR LIMITATIONS ON USE OF COPIERS	20	35	-15
I563	ESTABLISH POLICIES OR SYSTEM FOR THE CREATION, MANAGEMENT, OR ISSUE OF PUBLICATIONS OR FORMS	16	33	-17
M696	PARTICIPATE ON STATEMENT OF WORK REVIEW BOARDS OR PANELS	8	25	-17
A106	PERFORM TOP SECRET CONTROL OFFICER (TSCO) FUNCTIONS	4	22	-18
A99	PARTICIPATE IN STAFF CONFERENCES OR ATTEND MEETINGS FOR SUPERVISOR	56	75	-19
M698	PERFORM STATISTICAL SAMPLING OF CONTRACTOR WORK	12	31	-19
B183	CONDUCT SECURITY DEBRIEFINGS	8	27	-19
M685	DEVELOP CONTRACTOR PERFORMANCE EVALUATION DATA	12	35	-23
B184	CONDUCT SECURITY INDOCTRINATION BRIEFINGS	8	31	-23
B196	DIRECT INDIVIDUAL PARTICIPATION IN MEDICAL TESTING FOR DRUG ABUSE OR COMMUNICABLE DISEASES	4	27	-23
M686	DEVELOP JOB DESCRIPTIONS FOR CIVILIAN EMPLOYEES IN CASE OF CONTRACTOR DEFAULT	20	45	-25
B278	VISIT HOSPITALIZED OR INCARCERATED PERSONNEL	20	47	-27
A18	ASSIGN OR MONITOR SUSPENSE CONTROLS FOR COMMUNICATIONS	24	53	-29

TABLE 18

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 704X OFFICERS IN GRADES MAJOR AND LT COLONEL
(PERCENT MEMBERS PERFORMING)

TASKS		MAJOR (N=51)	LT COL (N=23)	DIFFEREN
M686	DEVELOP JOB DESCRIPTIONS FOR CIVILIAN EMPLOYEES IN CASE OF CONTRACTOR DEFAULT	45	13	32
I523	ADVISE REQUESTORS OF CHANGES TO PUBLICATIONS	35	9	26
K638	DEVELOP INFORMATION SYSTEM REQUIREMENT DOCUMENTS (ISRD)	39	13	26
G434	COUNSEL PERSONNEL ON EDUCATIONAL PROGRAMS	33	9	24
M691	MONITOR CONTRACTS FOR COMPLIANCE	24	0	24
M698	PERFORM STATISTICAL SAMPLING OF CONTRACTOR WORK	31	9	22
I564	ESTABLISH PROCEDURES OR LIMITATIONS ON USE OF COPIERS	35	13	22
K627	ARRANGE FOR OR CONDUCT OAS PRODUCT DEMONSTRATIONS	35	13	22
K636	COORDINATE TRAINING REQUIREMENTS AND SPECIFICATIONS WITH PROCUREMENT	35	13	22
K625	ACQUIRE SPACE FOR OAS	43	22	21
A34	COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	80	91	-11
A90	MONITOR OR MANAGE ADMINISTRATIVE MANNING REQUIREMENTS	57	70	-13
A68	DRAFT, EDIT, OR SIGN MINUTES OF MEETING OR CONFERENCES	61	74	-13
N716	PARTICIPATE ON POM WORKING GROUP	22	35	-13
A97	PARTICIPATE IN ADVISORY COUNCIL MEETINGS OR ACTIVITIES	16	30	-14
N709	DEVELOP OR PROVIDE INPUT FOR OPERATIONS PLANS	10	26	-16
A51	DEVELOP SCRIPTS FOR BRIEFINGS	63	83	-20
N710	DEVELOP OR PROVIDE INPUTS FOR STRATEGIC PLANS	6	26	-20
A8	APPROVE EXPENDITURES OF TDY FUNDS	65	87	-22
N712	PARTICIPATE IN JOINT OPERATIONS PLANNING SYSTEMS PROGRAMS	37	61	-24

TABLE 19

TASKS WHICH DIFFERENTIATE BETWEEN
DAFSC 704X OFFICERS IN GRADES LT COLONEL AND COLONEL
(PERCENT MEMBERS PERFORMING)

TASKS		LT COL (N=23)	COL (N=9)	DIFFERENCE
A81	IDENTIFY EQUIPMENT IN NEED OF REPAIR OR REPLACEMENT	39	0	39
B265	REVIEW CORRECTIVE ACTIONS TAKEN ON IG INSPECTIONS, STAFF ASSISTANCE VISITS (SAV), OR LOCAL INSPECTIONS	70	33	39
F379	ARRANGE FOR BILLETING OF DISTINGUISHED VISITORS OR MEMBERS OF THEIR PARTY	35	0	35
A130	PREPARE OR DRAFT AWARDS OR DECORATIONS RECOMMENDATIONS	78	44	34
A141	REVIEW OR UPDATE CHARTS, GRAPHS, VISUAL AIDS, OR WORK CONTROL BOARDS	30	0	30
A80	HAND CARRY COMMUNICATIONS OR SHORT SUSPENSE ITEMS	52	22	30
A37	COORDINATE WITH COMMANDERS OR STAFF OF FUNCTIONAL AREAS TO PROVIDE PERSONNEL FOR DETAILS	39	11	28
A142	REVIEW PUBLICATIONS BULLETIN	39	11	28
A34	COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	91	67	24
A137	RESERVE MEETING ROOMS OR AUDITORIUMS FOR MEETINGS OR CONFERENCES	22	0	22
H458	ASSIGN, COORDINATE, OR UPDATE NICKNAMES, CODEWORDS, OR EXERCISE TERMS FOR OPERATIONS OR FUNCTIONS	0	22	-22
H478	COORDINATE WITH U.S. STATE DEPARTMENT OR FOREIGN GOV'T REPRESENTATIVES ON POSTAL PROCEDURES OR NEGOTIATIONS	0	22	-22
H482	DEVELOP JOINT SERVICE CONTINGENCY PLANS FOR MAIL DELIVERY OR TRANSPORTATION IN NATIONAL EMERGENCIES	0	22	-22
I567	EVALUATE OPERATIONS OF PUBLICATIONS DISTRIBUTION CENTERS (PDC) OR PDO	22	44	-22
I525	ANALYZE OR EVALUATE PERFORMANCE OF PRINTING PLANT OR DUPLICATING CENTER OPERATING CONTRACTORS	9	33	-24
H475	COORDINATE WITH MILITARY MAIL CENTER ON POSTAL ACTIVITIES	4	33	-29
I575	IMPLEMENT PUBLISHING DISTRIBUTION OFFICE SYSTEM	4	33	-29
I579	MONITOR RECURRING PERIODICAL PROGRAM	17	56	-39
A50	DEVELOP RECORDS, REPORT FORMATS, CHARTS, OR GRAPHS	39	78	-39
A74	ESTABLISH OR EVALUATE REQUIREMENTS FOR PUBLICATIONS	48	89	-41
B159	APPROVE OR DISAPPROVE RECOMMENDATIONS FOR AWARDS	39	89	-50

TABLE 20

DAFSC COMPARISON OF SELECTED BACKGROUND QUESTIONS

DAFSC	AVG NUMBER TASKS PERFORMED	AVG NUMBER SUPERVISED	AVG MOS IN 70XX	AVG MOS 701X or 702X	AVG MOS 703X or 704X	AVG MOS A70XX	AVG MOS OTHER THAN 70XX
701X OFFICERS	100	4	109	69	21	27	60
702X OFFICERS	117	4	55	36	6	19	15
703X OFFICERS	134	5	92	37	26	32	11
704X OFFICERS	143	6	169	68	76	42	16

support, protocol, and aide functions. Executive Support Officers spend more time on quality force functions. The primary differences between AFSC 701X and 702X officers are staff officers perform more specialized executive support tasks, such as preparing aircraft arrival or departure schedules or preparing proficiency report information for senior officers on personnel from other services. Executive support officers spend more time performing unit administrative tasks, such as preparing documentation for special security files, maintaining weight management programs, and developing orderly room procedures or responsibilities.

Officers in the 701X and 702X AFSCs spend a majority of their work time performing similar administrative and management functions. The minor differences revealed between these two AFSCs simply reveal a shift in job emphasis rather than a change in the tasks performed.

Comparison of Administration Management Officers and Staff Officers (AFSC 703X and 704X). The AFSC 703X and AFSC 704X officers perform an average of 134 tasks and 143 tasks, respectively. Both specialties spend approximately 65 percent of their job time on administrative, management, and supervisory functions. The major differences between AFSC 703X and 704X officers are staff officers have more emphasis on performing functional tasks related to planning and programming, OAS, and administrative communications, postal, and courier service tasks (i.e., participating in joint operations planning systems programs, developing OAS software applications, and resolving complaints on administrative communications).

The analysis of Administration Management officers and Administration Management Staff officers reveals less differences and closer job descriptions than that encountered by the Executive Support Staff officers and the Executive Support officers. Again the differences between 703X and 704X officers reflect a very slight change in job emphasis, rather than a change in the tasks performed.

AFSCs 701X, 702X, 703X, and 704X Comparison. A comparison of the four specialty computer-generated job descriptions shows all of the specialties spend a large amount of time performing general administrative tasks and management, supervision, and command tasks, such as drafting Air Force letters or writing and reviewing APRs. Table 21 shows the time spent on duties across DAFSCs. The main differences between Executive Support personnel and Administration Management personnel are the Executive Support personnel have a greater emphasis and spend more time on maintaining discipline and aiding and assisting senior officers, while the Administration Management personnel have an increased emphasis and spend more time on administrative communications, reprographics, publications, and OAS-related tasks.

While Executive Support Personnel (AFSCs 701X and 702X) and Administration Management Personnel (AFSCs 703X and 704X) have relatively homogenous jobs, the two sets of AFSCs do not overlap appreciably in their technical functions, although they do overlap substantially in their administration and management functions.

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TABLE 21

TIME SPENT ON DUTIES ACROSS DAFSC*

DUTIES	AFSC			
	701X	702X	703X	704X
A. GENERAL ADMINISTRATIVE FUNCTIONS	49	42	45	45
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	20	32	21	20
C. EVALUATION AND INSPECTION FUNCTIONS	2	3	2	2
D. TRAINING FUNCTIONS	1	3	3	2
E. QUALITY FORCE PROGRAM ACTIONS	3	6	2	2
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	20	10	5	6
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	-	-	-	1
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	1	1	7	6
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	1	1	5	5
J. RECORDS MANAGEMENT FUNCTIONS	-	-	1	1
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	1	1	4	5
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	1	2	2	1
M. CONTRACTING FUNCTIONS	1	-	2	3
N. PLANNING AND PROGRAMMING FUNCTIONS	1	-	1	3

* Columns may not add to 100 due to rounding
- Denotes less than 1 percent

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JOB SATISFACTION

An important part of analysis within any OSR involves the job satisfaction of respondents. Reported job interest, perceived utilization of training and talents, sense of accomplishment, and expressed career intentions for each utilization field job are provided in Table 22. In addition, Table 23 displays a comparison of 70XX rank job satisfaction data against a comparative sample from an Air Force wide Professional Military Education study. These tables provide a look at how job satisfaction may be influenced by the type of specialty job performed or by rank.

Table 22 shows the highest and most consistent positive job satisfaction responses were provided by personnel in more technical jobs, while those personnel who held more general administrative jobs expressed slightly lower job satisfaction. While overall job satisfaction is positive, there is some slight dissatisfaction expressed concerning perceived utilization of training. Meps Commanders, Editors, and Civilian Management Personnel showed the lowest positive response to this indicator. These expressed responses may partially be attributed to the fact there is little formal training given for these types of jobs.

In Table 23, 70XX officers show job satisfaction to be approximately equal or slightly below that of the comparative sample. As an officer attains higher grades, the table indicates a higher level of satisfaction with sense of accomplishment and job attitudes. The lower total satisfaction may be attributed to the larger number of lower grade officers who generally tend to have less technical job descriptions.

When there are serious problems in an utilization field, survey respondents are usually quite free with write-in comments to complain about perceived problems in the field. Less than 2 percent of the respondents wrote comments which could be characterized as complaints, however. No particular trends were note among the few comments received. As Tables 22 and 23 indicate, the utilization field personnel consistently show a positive response to job satisfaction.

ANALYSIS OF TIME IN CAREER FIELD (TICF) GROUPS

An analysis of time in career field (TICF) groups identifies the types of tasks officers typically perform as their experience within an utilization field increases. This section will focus on differences in percent members performing tasks in terms of TICF, as well as the distribution of first-assignment personnel across functional groups.

Normally, as time within a career field increases, there is also an increase in time spent on command, management, and supervisory functions. Tables 24 and 25 show the differences between TICF groups. As Table 24 shows, their are slight differences between the 1-48 and the 49-96 TICF groups. The

TABLE 22

JOB SATISFACTION BY UTILIZATION FIELD JOBS

	EXECUTIVE SUPPORT PERSONNEL CLUSTER (STG82)	SQUADRON SECTION COMMANDERS CLUSTER (GRP151)	ADMINISTRATION MANAGEMENT SUPERVISORS CLUSTER (GRP152)	CIVILIAN MANAGEMENT PERSONNEL (GRP147)
EXPRESSED JOB INTEREST:				
INTERESTING	89	86	92	90
SO-SO	5	7	5	5
DULL	5	5	3	4
PERCEIVED UTILIZATION OF TALENTS:				
FAIRLY WELL TO PERFECTLY	91	91	96	93
LITTLE OR NOT AT ALL	9	9	4	7
PERCEIVED UTILIZATION OF TRAINING:				
FAIRLY WELL TO PERFECTLY	58	75	81	64
LITTLE OR NOT AT ALL	39	22	18	34
SENSE OF ACCOMPLISHMENT:				
SATISFIED	82	82	88	86
AMBIVALENT	5	4	3	6
DISSATISFIED	12	13	9	8
CAREER INTENTIONS:				
STAY OR PROBABLY STAY FOR RETIREMENT	87	89	78	26
SEPARATE OR PROBABLY SEPARATE BEFORE RETIREMENT	6	10	4	1

- Denotes less than 1 percent

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TABLE 22 (CONTINUED)

JOB SATISFACTION BY UTILIZATION FIELD JOBS

	UNIT ADMINISTRATORS (GRP144)	CONTRACTING FUNCTIONS PERSONNEL (GRP148)	INSPECTION, COMPLAINTS, AND INQUIRIES, LIAISON PERSONNEL (STG97)	RECORDS MANAGEMENT PERSONNEL (STG360)
EXPRESSED JOB INTEREST:				
INTERESTING	70	9	84	91
SO-SO	14	4	8	6
DULL	16	2	8	3
PERCEIVED UTILIZATION OF TALENTS:				
FAIRLY WELL TO PERFECTLY	78	91	90	91
LITTLE OR NOT AT ALL	21	9	10	9
PERCEIVED UTILIZATION OF TRAINING:				
FAIRLY WELL TO PERFECTLY	81	84	49	85
LITTLE OR NOT AT ALL	15	13	47	15
SENSE OF ACCOMPLISHMENT:				
SATISFIED	70	80	86	88
AMBIVALENT	4	5	6	6
DISSATISFIED	26	14	8	6
CAREER INTENTIONS:				
STAY OR PROBABLY STAY FOR RETIREMENT	73	4	71	9
SEPARATE OR PROBABLY SEPARATE BEFORE RETIREMENT	27	2	2	-

- Denotes less than 1 percent

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TABLE 22 (CONTINUED)

JOB SATISFACTION BY UTILIZATION FIELD JOBS

	OAS PERSONNEL (STG345)	PUBLICATIONS MANAGEMENT PERSONNEL (STG141)	REPROGRAPHICS MANAGEMENT PERSONNEL (STG525)	UNIT SECURITY MANAGERS (STG191)
EXPRESSED JOB INTEREST:				
INTERESTING	85	89	94	71
SO-SO	9	0	6	12
DULL	6	4	0	18
PERCEIVED UTILIZATION OF TALENTS:				
FAIRLY WELL TO PERFECTLY	94	88	88	100
LITTLE OR NOT AT ALL	6	12	12	0
PERCEIVED UTILIZATION OF TRAINING:				
FAIRLY WELL TO PERFECTLY	79	78	94	65
LITTLE OR NOT AT ALL	21	15	6	35
SENSE OF ACCOMPLISHMENT:				
SATISFIED	76	89	72	71
AMBIVALENT	9	0	17	0
DISSATISFIED	15	7	11	29
CAREER INTENTIONS:				
STAY OR PROBABLY STAY FOR RETIREMENT	52	44	11	24
SEPARATE OR PROBABLY SEPARATE BEFORE RETIREMENT	3	4	-	18

- Denotes less than 1 percent

TABLE 22 (CONTINUED)

JOB SATISFACTION BY UTILIZATION FIELD JOBS

	TECHNICAL ORDERS MANAGEMENT PERSONNEL (STG307)	FORMS MANAGEMENT PERSONNEL (STG473)	MEPS COMMANDERS (STG435)	EDITORS (STG307)	PRINTING SPECIALISTS (STG172)
EXPRESSED JOB INTEREST:					
INTERESTING	92	100	80	100	100
SO-SO	0	0	20	0	0
DULL	8	0	0	0	0
PERCEIVED UTILIZATION OF TALENTS:					
FAIRLY WELL TO PERFECTLY	92	90	90	100	100
LITTLE OR NOT AT ALL	8	10	90	0	0
PERCEIVED UTILIZATION OF TRAINING:					
FAIRLY WELL TO PERFECTLY	69	10	50	56	83
LITTLE OR NOT AT ALL	31	-	50	22	17
SENSE OF ACCOMPLISHMENT:					
SATISFIED	69	80	80	100	100
AMBIVALENT	8	10	10	-	-
DISSATISFIED	23	10	10	-	-
CAREER INTENTIONS:					
STAY OR PROBABLY STAY FOR RETIREMENT	8	10	90	11	-
SEPARATE OR PROBABLY SEPARATE BEFORE RETIREMENT	-	-	-	-	-

- Denotes less than 1 percent

TABLE 23

COMPARISON OF JOB SATISFACTION INDICATORS FOR RANK GROUPS
(PERCENT MEMBERS RESPONDING)*

	LT		CAPT		MAJ	
	70XX (N=461)	1984 COMP SAMPLE** (N=2,593)	70XX (N=759)	1984 COMP SAMPLE** (N=3,290)	70XX (N=221)	1984 COMP SAMPLE** (N=1,899)
EXPRESSED JOB INTEREST:						
INTERESTING	80	85	81	88	84	90
SO-SO	9	7	10	6	7	5
DULL	10	8	9	6	9	4
PERCEIVED UTILIZATION OF TALENTS:						
FAIRLY WELL TO PERFECTLY	85	82	87	89	87	92
LITTLE OR NOT AT ALL	14	17	13	11	13	8
SENSE OF ACCOMPLISHMENT:						
SATISFIED	78	78	76	81	79	82
AMBIVALENT	4	5	6	3	4	3
DISSATISFIED	18	16	17	16	16	14
CAREER INTENTIONS:						
STAY OR PROBABLY STAY FOR RETIREMENT	78	78	88	87	98	97
SEPARATE OR PROBABLY SEPARATE BEFORE RETIREMENT	21	22	11	13	1	2

 * Columns may not add up to 100 percent due to nonresponse or rounding
** Data based on Professional Military Education--Officer (AFPT 90-XXX-522, October 1984)
 - Indicates none

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TABLE 23 (CONTINUED)

COMPARISON OF JOB SATISFACTION INDICATORS FOR RANK GROUPS
(PERCENT MEMBERS RESPONDING)*

	LT COL		COL		TOTAL SAMPLE	
	70XX (N=118)	1984 COMP SAMPLE (N=1,453)	70XX (N=26)	1984 COMP SAMPLE (N=929)	70XX (N=1,587)	1984 COMP SAMPLE (N=10,17
EXPRESSED JOB INTEREST:						
INTERESTING	88	92	92	93	82	88
SO-SO	6	4	4	3	9	6
DULL	6	4	4	3	9	6
PERCEIVED UTILIZATION OF TALENTS:						
FAIRLY WELL TO PERFECTLY	91	93	96	95	87	89
LITTLE OR NOT AT ALL	9	7	4	4	13	11
SENSE OF ACCOMPLISHMENT:						
SATISFIED	86	85	92	89	78	82
AMBIVALENT	3	3	0	2	5	4
DISSATISFIED	11	12	8	8	17	14
CAREER INTENTIONS:						
STAY OR PROBABLY STAY FOR RETIREMENT	99	99	10	98	88	90
SEPARATE OR PROBABLY SEPARATE BEFORE RETIREMENT	1	1	-	2	11	10

 * Columns may not add up to 100 percent due to nonresponse or rounding
** Data based on Professional Military Education--Officer (AFPT 90-XXX-522, October 1984)
 - Indicates none

TABLE 24

COMPARISON OF 1-48 AND 49-96 TIME IN CAREER FIELD GROUPS BY PERCENT MEMBERS PERFORMING

TASKS	1-48 MOS	49-96 MOS	DIFFERENCE
F385 ATTEND SOCIAL FUNCTIONS WITH, OR FOR, SENIOR OFFICER	57	46	11
A57 DRAFT FORM LETTERS	70	59	11
A143 SCHEDULE PERSONNEL FOR APPOINTMENTS	61	50	11
B194 DEVELOP ORDERLY ROOM PROCEDURES OR RESPONSIBILITIES	57	47	10
F408 MONITOR OR MAINTAIN SENIOR OFFICER SCHEDULE OF DAILY ACTIVITIES	24	15	9
A83 INITIATE PERSONNEL SECURITY CLEARANCES	33	25	8
F387 BRIEF OR PREPARE MEMOS FOR SENIOR OFFICER ON SOCIAL OR CIVILIAN COMMUNITY EVENTS, OR PERSONNEL ATTENDING	29	22	7
F394 COORDINATE OR PREPARE SENIOR OFFICERS SCHEDULES	26	19	7
F374 ADVISE SENIOR OFFICERS ON PROTOCOL MATTERS	34	27	7
F376 ANSWER QUESTIONS ON SENIOR OFFICER'S PERSONAL LIKES OR PREFERENCES	40	33	7
B275 SELECT OR RECOMMEND PERSONNEL FOR PME	34	46	-12
A16 ASSIGN BASE OR STAFF DETAILS	31	43	-12
B262 RESEARCH OR WRITE CIVILIAN POSITION DESCRIPTIONS	16	28	-12
B162 APPROVE OR DISAPPROVE REQUESTS FOR HAZARDOUS RECREATIONAL OR SPORTS ACTIVITIES	14	27	-13
B207 EVALUATE OR APPROVE AIRMEN FOR NCO STATUS	36	49	-13
B260 RECOMMEND PERSONNEL FOR SPECIAL DUTY ASSIGNMENTS	27	41	-14
B259 RECOMMEND EXTENSION OF TOURS	18	32	-14
A146 SERVE ON COURTS-MARTIAL, ADMINISTRATIVE BOARDS, OR EVALUATION BOARDS	34	48	-14
A142 REVIEW PUBLICATIONS BULLETIN	33	48	-15
A58 DRAFT OPERATING INSTRUCTIONS (OI), REGULATIONS, MANUALS PAMPHLETS, CHANGES, OR SUPPLEMENTS	44	59	-15

TABLE 25

COMPARISON OF 49-96 AND 97+ MOS TIME IN CAREER FIELD GROUPS
BY PERCENT MEMBERS PERFORMING

TASKS		49-97 MOS	97+ MOS	DIFFERENCE
E344	ADMINISTER COURT-MARTIAL, ADMONISHMENT, OR ARTICLE 15 CHARGES	46	26	20
B252	PREPARE INFORMATION FOR COMMANDER'S CALLS	53	33	20
B194	DEVELOP ORDERLY ROOM PROCEDURES OR RESPONSIBILITIES	47	28	19
E343	ADMINISTER CONTROL ROSTER ACTIONS	49	31	18
E352	INITIATE DOCUMENTATIONS FOR INCLUSION IN UNFAVORABLE INFORMATION FILES (UIF)	49	31	18
E345	ADMINISTER RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES	44	26	18
E348	COORDINATE EVIDENCE WITH STAFF JUDGE ADVOCATE (SJA) OR OTHER AGENCIES FOR ACTIONS UNDER UCMJ	45	27	18
E350	INITIATE ACTION TO WITHHOLD, DELAY, OR DENY PROMOTIONS	45	28	17
A131	PREPARE OR REVIEW DISCHARGE CASES	50	33	17
B158	APPROVE OR DISAPPROVE BASIC ALLOWANCE FOR SUBSISTENCE (BAS)	44	27	17
A72	DRAFT, EDIT, OR SIGN TALKING, POINT, OR BACKGROUND PAPERS	67	79	-12
A70	DRAFT, EDIT, OR SIGN STAFF STUDIES OR REPORTS	50	62	-12
A8	APPROVE EXPENDITURES OF TDY FUNDS	41	53	-12
A64	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED CLASSIFIED MESSAGES	26	39	-13
A9	APPROVE OR DISAPPROVE ADMINISTRATIVE BUDGET PLANS OR PROPOSALS	33	46	-13
A42	COORDINATE WITH STAFF AGENCIES OR ACTION OFFICERS ON DIFFERENCES IN OPINIONS, PROPOSALS, OR STAFF REPORTS	48	61	-13
B280	WRITE CIVILIAN ANNUAL PERFORMANCE EVALUATIONS	34	48	-14
A21	ATTEND CONFERENCES, EQUIPMENT DEMONSTRATIONS, OR COMPANY BRIEFINGS ON NEW EQUIPMENT	37	52	-15
B282	WRITE OER	24	39	-15
A2	ANALYZE ACCOUNTS OF EXPENDITURE OF TDY FUNDS	31	47	-16

1-48 TICF group performs slightly more executive support functions, while the 49-96 TICF group performs slightly more management, supervision, and command tasks, which are indicative of increased responsibility.

Table 25 also shows slight differences for increased TICF groups. As Table 25 reveals, the 49-96 TICF group perform more management, supervision, and command tasks; and discipline maintaining tasks. The 97+ TICF group, however, performed more administrative tasks. At very small differences of percent members performing, the 97+ TICF group performed more tasks across the different functional duties.

Table 26 reveals the distribution of lieutenants across functional jobs. As the table reveals, there is an imbalance between the makeup of some jobs and the percent contribution to the survey sample of those jobs. Squadron Section Commanders and Unit Administrators both have a much higher percentage of lieutenants than the survey sample makeup of those jobs. Overall, lieutenants perform very general administrative jobs and very few technical functions in the field.

MILITARY-CIVILIAN COMPARISON

In general, a comparison of civilian and military respondents reveals basic similarities in the general administrative functions performed. The main differences between military and civilian incumbents are civilians are more involved in the technical aspects of their fields (reprographics, records, editing, etc.) while officers are more involved in executive support and command functions. Civilian workers are also more concerned with supervising other civilian workers. Table 27 shows the various occupational series represented in this survey. Table 28 shows time spent by duties for the various occupational series. Presented in Appendix B are the various civilian occupational series represented in the survey and the typical tasks performed by the members in those series.

While every effort was made in the building of the original task list to include all of the tasks performed by civilian personnel in administration-related job classifications, there were areas where a number of tasks were not listed. The wide diversity of jobs performed by civilian personnel in administrative-related functions resulted in this deficiency. In addition, many civilians did not respond to our survey. Two main reasons were given for this civilian nonresponse: many civilians chose not to participate; and a substantial number of civilians determined, without reading the task list, that there job was not administrative in nature and either returned the task list blank or disposed of them. Among those civilians who completed a job inventory, approximately 8 percent were rejected for incorrectly completing the task list. These findings were not unexpected.

TABLE 26

DISTRIBUTION OF LIEUTENANTS ACROSS JOBS

JOBS	PERCENT LTS	JOB AS PERCENT OF SAMPLE
EXECUTIVE SUPPORT PERSONNEL CLUSTER	14	18
SQUADRON SECTION COMMANDER CLUSTER	40	26
ADMINISTRATION MANAGEMENT SUPERVISOR CLUSTER	3	6
CIVILIAN MANAGEMENT PERSONNEL	-	7
UNIT ADMINISTRATORS	28	8
CONTRACTING FUNCTIONS PERSONNEL	-	3
INSPECTION, COMPLAINTS, AND INQUIRIES LIAISON PERSONNEL	-	2
RECORDS MANAGEMENT PERSONNEL	-	1
OAS PERSONNEL	-	1
PUBLICATIONS MANAGEMENT PERSONNEL	-	1
REPROGRAPHICS MANAGEMENT PERSONNEL	-	1
UNIT SECURITY MANAGERS	-	1
TECHNICAL ORDERS MANAGERS	-	1
FORMS MANAGEMENT PERSONNEL	-	-
MEPS COMMANDERS	-	-
EDITORS	-	-
PRINTING SPECIALISTS	-	-
OTHER	15	24

- Denotes less than 1 percent

TABLE 27

CIVILIAN OCCUPATIONAL SERIES REPRESENTED IN SURVEY

SERIES TITLE	SERIES
MISCELLANEOUS ADMINISTRATION AND PROGRAM	0301
MISCELLANEOUS CLERK AND ASSISTANT	0303
SECRETARY	0318
ADMINISTRATIVE OFFICER	0341
SUPPORT SERVICES ADMINISTRATION	0342
MANAGEMENT ANALYSIS	0343
MANAGEMENT CLERICAL AND ASSISTANCE	0344
WRITING AND EDITING	1082
PRINTING MANAGEMENT	1654

TABLE 28

PERCENT TIME SPENT BY MEMBERS OF CIVILIAN OCCUPATIONAL SERIES

DUTIES	CIVILIAN OCCUPATIONAL SERIES									
	0301 N=374	0303 N=11	0318 N=11	0341 N=45	0342 N=21	0343* N=74	0344* N=15	1082* N=9	1654 N=29	1082 N=9
A. GENERAL ADMINISTRATIVE FUNCTIONS	60	55	49	53	43	44	45	36	43	36
B. MANAGEMENT, SUPERVISION, AND COMMAND FUNCTIONS	13	18	3	23	20	8	12	7	16	7
C. EVALUATION AND INSPECTION FUNCTIONS	2	2	-	3	3	2	2	-	2	-
D. TRAINING FUNCTIONS	3	3	-	3	4	5	6	1	2	1
E. QUALITY FORCE PROGRAM ACTIONS	1	1	1	1	1	-	1	-	1	1
F. EXECUTIVE SUPPORT, PROTOCOL, AND AIDE FUNCTIONS	5	9	43	3	4	1	1	1	1	1
G. SPECIALIZED ADMINISTRATIVE FUNCTIONS	1	-	-	-	-	-	1	1	-	1
H. PERFORMING ADMINISTRATIVE COMMUNICATIONS, POSTAL AND COURIER SERVICE FUNCTIONS	1	-	1	3	7	3	1	1	1	1
I. PUBLICATIONS, FORMS, AND REPROGRAPHICS FUNCTIONS	3	3	-	3	8	17	3	46	23	46
J. RECORDS MANAGEMENT FUNCTIONS	1	1	1	2	2	11	17	1	-	1
K. OFFICE AUTOMATED SYSTEMS (OAS) AND RELATED EQUIPMENT FUNCTIONS	2	1	-	2	1	4	5	4	1	4
L. WARPLANNING, READINESS, MOBILITY, OR CONTINGENCY FUNCTIONS	1	1	-	1	1	1	1	-	-	-
M. CONTRACTING FUNCTIONS	6	5	1	1	3	2	4	-	8	-
N. PLANNING AND PROGRAMMING FUNCTIONS	2	1	-	2	2	1	2	-	1	-

- Denotes less than 1 percent
* Only personnel with Administration related functional account codes in these series were surveyed

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ANALYSIS OF AFR 36-1 SPECIALTY DESCRIPTIONS

Occupational survey data were compared to the AFR 36-1 Specialty Descriptions for Executive Support personnel and Administration Management personnel, dated 30 April 1985. The findings in this survey support the administrative descriptions in AFR 36-1.

SUMMARY OF BACKGROUND INFORMATION

Of interest to utilization field managers (SAF/AADAH) was the response to several background questions. The first question was included at the request of technical school personnel and refers to the use of typing by Administration personnel. Table 29 shows the percentage of respondents in each job who reported typing in some capacity on the job. As Table 29 shows, a majority of the respondents in each cluster or job identified, and 77 percent of all 70XX officers, use keyboard skills.

The next question presented refers to the perceived misuse of Administration personnel in performing various additional duties. Table 30 shows the percentage of time spent by personnel across jobs in performing additional duties. Table 31 shows the percent time spent on additional duties by DAFSC. As shown by Table 30, Administration personnel do have a high emphasis on performing additional duties, with Unit Administrators, Squadron Section Commanders, and Unit Security Managers spending more of their time on additional duties. In addition, the table shows 20 percent of all 70XX officers spend over 40 percent of their time performing additional duties. The impact of this emphasis on additional duties and the potential detraction from Administration personnel job performance needs to be examined further by utilization field managers.

The last question presented in this section deals with the impact of administration technology, office automation, and information systems technology on the administration utilization field. Appendix C shows the knowledge level, experience level, and job necessity of various technical systems and knowledge. As Appendix C shows, 70XX officers reported the overall knowledge and experience requirements in these technical areas to be very low. In addition, Appendix C shows in almost every technical area there is more personal technical knowledge and experience in the field than that which is necessary as a job requirement. Appendix C indicates the perceived impact of these technical areas on the 70XX utilization field to be minimal.

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of a training program relevant to the needs of personnel in their first assignment. Factors which may be used in

TABLE 29

DO YOU TYPE?

JOBS	PERCENT AFFIRMATIVE
RECORDS MANAGEMENT PERSONNEL	97
EDITORS	89
OAS PERSONNEL	85
UNIT ADMINISTRATION MANAGERS	85
ADMINISTRATION MANAGEMENT SUPERVISOR CLUSTER	82
PUBLICATIONS MANAGEMENT PERSONNEL	81
SQUADRON SECTION COMMANDER CLUSTER	80
FORMS MANAGEMENT PERSONNEL	80
REPROGRAPHICS MANAGEMENT PERSONNEL	78
TECHNICAL ORDERS MANAGERS	77
UNIT SECURITY MANAGERS	76
MEPS COMMANDERS	70
INSPECTION, COMPLAINTS, AND INQUIRIES LIAISON PERSONNEL	69
EXECUTIVE SUPPORT PERSONNEL CLUSTER	68
CONTRACTING FUNCTIONS PERSONNEL	66
CIVILIAN MANAGEMENT PERSONNEL	63
PRINTING SPECIALISTS	50
ALL 70XX OFFICERS	77

TABLE 30

PERCENT TIME SPENT ON ADDITIONAL DUTIES BY PERCENT OF FIELD JOB INCUMBENTS

JOBS	1-20%	21-40%	41-60%	61-80%	81-100%
EXECUTIVE SUPPORT PERSONNEL CLUSTER	67	15	6	2	1
SQUADRON SECTION COMMANDER CLUSTER	54	26	12	4	1
ADMINISTRATION MANAGEMENT SUPERVISOR CLUSTER	60	23	8	4	1
CIVILIAN MANAGEMENT PERSONNEL	70	15	3	0	0
UNIT ADMINISTRATORS	16	21	26	28	7
CONTRACTING FUNCTIONS PERSONNEL	68	20	4	0	0
INSPECTORS, COMPLAINTS, AND INQUIRIES LIAISON PERSONNEL	67	8	8	2	2
RECORDS MANAGEMENT PERSONNEL	82	9	0	0	0
OAS PERSONNEL	79	12	9	0	0
PUBLICATIONS MANAGEMENT PERSONNEL	63	25	0	0	0
REPROGRAPHICS MANAGEMENT PERSONNEL	50	33	0	6	0
UNIT SECURITY MANAGERS	35	18	18	18	6
TECHNICAL ORDERS MANAGERS	69	8	0	0	0
FORMS MANAGEMENT PERSONNEL	80	0	0	0	0
MEPS COMMANDERS	70	10	10	0	0
EDITORS	67	0	0	0	0
PRINTING SPECIALISTS	50	33	0	0	0
ALL 70XX OFFICERS	55	22	11	7	2

TABLE 31

PERCENT TIME SPENT ON ADDITIONAL DUTIES BY PERCENT MEMBERS WITHIN DAFSC

DAFSC	1-20%	21-40%	41-60%	61-80%	81-100%
7011	73	14	4	1	0
7016	74	14	3	1	1
7021	42	24	17	10	4
7024	48	24	14	9	3
7031	50	35	3	3	3
7034	52	29	9	4	3
7041	80	12	0	4	0
7046	84	7	4	1	0
ALL 70XX	55	22	11	7	2

evaluating training include the overall description of the job being performed by first-assignment personnel and their overall distribution across career ladder jobs; percentages of first-assignment members performing specific tasks; and training emphasis ratings.

To assist specifically in the evaluation of the Plan of Instruction (POI), technical school personnel from Keesler Technical Training Center matched job inventory tasks to appropriate sections and subsections of the POI for course E30BR7000 000. It was this matching upon which comparison to this document was based. A complete computer listing displaying the percent members performing tasks, training emphasis for each task, and the POI match has been forwarded to the technical school for their use in further detailed reviews of training documents. A summary of this information is presented below.

Training Emphasis

Training emphasis (TE) data is a secondary factor which can assist technical school personnel in deciding what tasks should be emphasized in entry-level training. These ratings, based on the judgments of experienced officers working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks considered important for structured training of first-assignment officers. When combined with data on the percentages of first-assignment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on TE, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high TE ratings, but low percentages performing, may be more appropriately planned for OJT programs within the utilization field. Low task factor ratings may highlight tasks best omitted from training for first-assignment personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks. Various lists of tasks, accompanied by TE ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. Table 32 shows examples of tasks rated high in TE and corresponding percent members performing by TICF groups.

Plan of Instruction (POI)

Based on the previously mentioned assistance from the technical school subject-matter experts in matching inventory tasks to the E30BR7000 000 POI, dated 7 July 1987, a computer product was generated displaying the results of the matching process. Because of the behavioral format (knowledge based) of the POI items and the performance orientation of the inventory task list, there were few tasks matched. This result was not unexpected. Table 33 shows tasks which were matched but not supported by our data. Training personnel should evaluate these tasks to determine the necessity of continued training.

Because of the general nature of the utilization field, the POI seems appropriate, although tasks rated high in TE and with moderate to high levels of percent members performing may warrant consideration for future training

TABLE 32

EXAMPLES OF TASKS RATED HIGH IN TRAINING EMPHASIS BY 70XX OFFICERS

TASKS	TE*	PERCENT MEMBERS PERFORMING BY TIME IN CAREER FIELD			
		1-48 MOS TICF	49-96 MOS TICF	97+ MOS TICF	ALL 70XX OFFICERS
B191 COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	4.88	68	78	67	70
A130 PREPARE OR DRAFT AWARDS OR DECORATIONS RECOMMENDATIONS	4.79	65	69	75	68
E345 ADMINISTER RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES	4.79	38	44	26	37
E346 CONDUCT PRELIMINARY INQUIRIES OF INVESTIGATIONS	4.26	28	39	23	30
B194 DEVELOP ORDERLY ROOM PROCEDURES OR RESPONSIBILITIES	4.12	57	47	28	47
A131 PREPARE OR REVIEW DISCHARGE CASES	4.05	51	50	33	46
E344 ADMINISTER COURT-MARTIAL, ADMONISHMENT, OR ARTICLE 15 CHARGES	4.05	39	46	26	38
B224 MAINTAIN WEIGHT MANAGEMENT PROGRAM	4.05	45	39	23	38
A24 AUTHENTICATE OR SUPERVISE PUBLICATION OR DISTRIBUTION OF ADMINISTRATIVE ORDERS	3.78	39	46	42	42
E357 PREPARE RECORDS OF COUNSELING	3.76	48	56	47	50
A6 ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	3.41	74	79	71	75

* Tasks rated above 2.11 are high in training emphasis

TABLE 33

TASKS REFERENCED TO POI WITH LOW TE RATINGS
OR PERCENT MEMBERS PERFORMING

TASKS		TE	PERCENT MEMBERS PERFORMING 1-48 MONTHS TICF	POI REFERENCE
I589	REVIEW CONTRACTED PROOFS FOR PUBLICATIONS	.07	1	I 7B
H510	PERFORM INVENTORY OF SPECIAL CATEGORY CLASSIFIED DOCUMENTS	.07	1	I 9E
H499	INTERPRET ADMINISTRATIVE ORDERS, POLICIES, OR REGULATIONS	.43	14	I 8C
J601	DESIGN OR DEVELOP SYSTEMS FOR RECORDS MANAGEMENT	.30	1	I 10E
B166	APPROVE OR DISAPPROVE SPECIAL AUTHORIZATIONS ON ORDERS	2.98	29	I 8C
A64	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED CLASSIFIED MESSAGES	3.50	23	I 5D,E

(see Table 32). Training personnel should perform an in-depth review of these tasks to determine the necessity for training and the most effective method to accomplish it.

CONCLUSION

This survey was requested by SAF/AADAH to obtain current task data to assist in evaluating training programs.

Overall, the Administration utilization field has remained stable since the publication of the last survey results in 1980. The utilization field is very general in nature with even technically-oriented jobs requiring substantial time on general administration, management, and supervisory tasks.

An examination of the POI suggests a review be made. The POI contained several unsupported items, while many tasks high in percent members performing and TE were unreferenced.

APPENDIX A

TABLE A1

GROUP ID NUMBER AND TITLE: GRP151, SQUADRON SECTION COMMANDER CLUSTER

GROUP SIZE: 568   PERCENT OF SAMPLE: 26
NUMBER OF MILITARY: 567   NUMBER OF CIVILIANS: 1
AVERAGE NUMBER TASKS PERFORMED: 146   AVERAGE NUMBER SUPERVISED: 6

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
B264 REVIEW AIRMAN PERFORMANCE REPORTS (APR)	98
B192 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR INDEBTEDNESS	98
B191 COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	96
E352 INITIATE DOCUMENTATION FOR INCLUSION IN UNFAVORABLE INFORMATION FILES (UIF)	93
A71 DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	92
B212 INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	92
E356 PREPARE OR DRAFT DOCUMENTS FOR DISCIPLINARY ACTIONS	91
E344 ADMINISTER COURT-MARTIAL, ADMONISHMENT, OR ARTICLE 15 CHARGES	90
B164 APPROVE OR DISAPPROVE REQUESTS FOR REENLISTMENT	90
A131 PREPARE OR REVIEW DISCHARGE CASES	89
E345 ADMINISTER RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES	88
E343 ADMINISTER CONTROL ROSTER ACTIONS	88
B194 DEVELOP ORDERLY ROOM PROCEDURES OR RESPONSIBILITIES	87
E348 COORDINATE EVIDENCE WITH STAFF JUDGE ADVOCATE (SJA) OR OTHER AGENCIES FOR ACTIONS UNDER UCMJ	86
B224 MAINTAIN WEIGHT MANAGEMENT PROGRAM	74

TABLE A2

GROUP ID NUMBER AND TITLE: STG617, PROTOTYPE SQUADRON SECTION COMMANDERS

GROUP SIZE: 445   PERCENT OF SAMPLE: 20
NUMBER OF MILITARY: 444   NUMBER OF CIVILIANS: 1
AVERAGE NUMBER TASKS PERFORMED: 143   AVERAGE NUMBER SUPERVISED: 5

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
B264 REVIEW AIRMAN PERFORMANCE REPORTS (APR)	99
B192 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR INDEBTEDNESS	98
B279 WRITE APR	98
E352 INITIATE DOCUMENTATION FOR INCLUSION IN UNFAVORABLE INFORMATION FILES (UIF)	97
B191 COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	97
E345 ADMINISTER RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES	95
E344 ADMINISTER COURT-MARTIAL, ADMONISHMENT, OR ARTICLE 15 CHARGES	96
E350 INITIATE ACTION TO WITHHOLD, DELAY, OR DENY PROMOTIONS	95
B160 APPROVE OR DISAPPROVE REQUESTS FOR ABSENCES FROM DUTY (E.G., LEAVES, PASSES, ETC.)	95
E356 PREPARE OR DRAFT DOCUMENTS FOR DISCIPLINARY ACTIONS	94
B164 APPROVE OR DISAPPROVE REQUESTS FOR REENLISTMENTS	94
E343 ADMINISTER CONTROL ROSTER ACTIONS	93
B158 APPROVE OR DISAPPROVE BASIC ALLOWANCE FOR SUBSISTENCE (BAS)	93
A131 PREPARE OR REVIEW DISCHARGE CASES	92
B212 INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	92

TABLE A3

GROUP ID NUMBER AND TITLE: STG416, QUALITY FORCE COMMANDERS

GROUP SIZE: 23   PERCENT OF SAMPLE: 1
NUMBER OF MILITARY: 23   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 74   AVERAGE NUMBER SUPERVISED: 3

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
E345 ADMINISTER RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES	100
E352 INITIATE DOCUMENTATION FOR INCLUSION IN UNFAVORABLE INFORMATION FILES (UIF)	96
E344 ADMINISTER COURT-MARTIAL, ADMONISHMENT, OR ARTICLE 15 CHARGES	96
E343 ADMINISTER CONTROL ROSTER ACTIONS	96
A131 PREPARE OR REVIEW DISCHARGE CASES	91
B264 REVIEW AIRMAN PERFORMANCE REPORTS (APR)	91
E350 INITIATE ACTION TO WITHHOLD, DELAY, OR DENY PROMOTIONS	91
B160 APPROVE OR DISAPPROVE REQUESTS FOR ABSENCES FROM DUTY (E.G. LEAVES, PASSES, ETC.)	91
B192 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR INDEBTEDNESS	87
E357 PREPARE RECORDS OF COUNSELING	78
B167 ARRANGE RELEASE OF PERSONNEL FROM JAILS OR SECURITY POLICE DETENTION FACILITY	78
B191 COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	78
E356 PREPARE OR DRAFT DOCUMENTS FOR DISCIPLINARY ACTIONS	74
B212 INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	74
E348 COORDINATE EVIDENCE WITH STAFF JUDGE ADVOCATE (SJA) OR OTHER AGENCIES FOR ACTIONS UNDER UCMJ	61

TABLE A4

GROUP ID NUMBER AND TITLE: STG705, SUPERVISORS

GROUP SIZE: 25   PERCENT OF SAMPLE: 1
NUMBER OF MILITARY: 25   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 153   AVERAGE NUMBER SUPERVISED: 5

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A71 DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	100
A23 ATTEND STAFF MEETINGS	100
B192 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR INDEBTEDNESS	100
B264 REVIEW AIRMAN PERFORMANCE REPORTS (APR)	96
B212 INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	96
A126 PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S SIGNATURE	96
A130 PREPARE OR DRAFT AWARDS OR DECORATIONS RECOMMENDATIONS	96
A108 PLAN AWARD OR PRESENTATION CEREMONIES	96
A67 DRAFT, EDIT, OR SIGN MEMORANDA FOR RECORDS	96
B191 COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	96
A34 COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	92
B157 ADVISE SENIOR OFFICERS ON PROFICIENCY OF PERSONNEL	92
B279 WRITE APR	88
B265 REVIEW CORRECTIVE ACTIONS TAKEN ON IG INSPECTIONS, STAFF ASSISTANCE VISITS (SAV), OR LOCAL INSPECTIONS	88
B168 ASSIGN ADDITIONAL DUTIES TO PERSONNEL	88

TABLE A5

GROUP ID NUMBER AND TITLE: STG768, COMMANDERS AND EXECUTIVE SUPPORT PERSONNEL

GROUP SIZE: 41   PERCENT OF SAMPLE: 2
NUMBER OF MILITARY: 41   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 250   AVERAGE NUMBER SUPERVISED: 16

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A108 PLAN AWARD OR PRESENTATION CEREMONIES	100
B192 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR INDEBTEDNESS	100
B212 INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	100
B191 COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	100
B264 REVIEW AIRMAN PERFORMANCE REPORTS (APR)	98
B170 BRIEF COMMANDER ON STATUS OF UNIT OPERATIONS OR MORALE	98
A130 PREPARE OR DRAFT AWARDS OR DECORATIONS RECOMMENDATIONS	98
A71 DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN THE AIR FORCE	98
B279 WRITE APR	98
A6 ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	98
B214 INITIATE CORRECTIVE ACTIONS BASED ON UNIT INSPECTION FINDINGS	90
B265 REVIEW CORRECTIVE ACTIONS TAKEN ON IG INSPECTIONS, STAFF ASSISTANCE VISITS (SAV), OR LOCAL INSPECTIONS	88
F385 ATTEND SOCIAL FUNCTIONS WITH, OR FOR, SENIOR OFFICER	88
B194 DEVELOP ORDERLY ROOM PROCEDURES OR RESPONSIBILITIES	85

TABLE A6

GROUP ID NUMBER AND TITLE: STG552, SECURITY COMMANDERS

GROUP SIZE: 14   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 14   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 99   AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
B192	COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR INDEBTEDNESS	100
E343	ADMINISTER CONTROL ROSTER ACTIONS	100
B264	REVIEW AIRMAN PERFORMANCE REPORTS (APR)	93
B191	COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	93
A71	DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	86
A154	VERIFY SECURITY CLEARANCE LEVELS OF PERSONNEL	86
A131	PREPARE OR REVIEW DISCHARGE CASES	86
B164	APPROVE OR DISAPPROVE REQUESTS FOR REENLISTMENT	86
B185	CONDUCT SECURITY INSPECTIONS	86
A26	CONDUCT ANNUAL SECURITY REFRESHER BRIEFINGS	86
E345	ADMINISTER RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES	86
B183	CONDUCT SECURITY DEBRIEFINGS	79
A27	CONDUCT COMMUNICATION SECURITY (COMSEC) EDUCATION PROGRAMS	79
B218	ISSUE OR CERTIFY RESTRICTED AREA BADGES	64
A83	INITIATE PERSONNEL SECURITY CLEARANCES	64

TABLE A7

GROUP ID NUMBER AND TITLE: STG82, EXECUTIVE SUPPORT PERSONNEL CLUSTER

GROUP SIZE: 409   PERCENT OF SAMPLE: 18
NUMBER OF MILITARY: 375   NUMBER OF CIVILIANS: 34
AVERAGE NUMBER TASKS PERFORMED: 94   AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A7 ANSWER TELEPHONES	96
A23 ATTEND STAFF MEETINGS	93
A20 ATTEND BRIEFINGS	90
A69 DRAFT, EDIT, OR SIGN SHORT NOTE REPLIES	89
F376 ANSWER QUESTIONS ON SENIOR OFFICER'S PERSONAL LIKES OR PREFERENCES	86
A34 COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	86
A126 PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S SIGNATURE	85
A71 DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	83
F368 ADVISE ACTION OFFICERS OR STAFF AGENCIES ON SENIOR OFFICER PREFERENCES ON FORMATS, CORRESPONDENCE, OR STAFF WORK	80
F374 ADVISE SENIOR OFFICERS ON PROTOCOL MATTERS	76
F396 COORDINATE PROPOSED VISITS OR CONFERENCES	76
F403 ESCORT VISITORS	76
F397 COORDINATE PROTOCOL MATTERS WITH OFFICES OF PRIMARY RESPONSIBILITY (OPR)	76
F385 ATTEND SOCIAL FUNCTIONS WITH, OR FOR, SENIOR OFFICER	73
F372 ADVISE SENIOR OFFICER ON POLICY OR PROCEDURAL MATTERS	72

TABLE A8

GROUP ID NUMBER AND TITLE: STG431, PROTOTYPE EXECUTIVE SUPPORT PERSONNEL

GROUP SIZE: 158   PERCENT OF SAMPLE: 7
NUMBER OF MILITARY: 150   NUMBER OF CIVILIANS: 8
AVERAGE NUMBER TASKS PERFORMED: 120   AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A69	DRAFT, EDIT, OR SIGN SHORT NOTE REPLIES	99
A126	PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S SIGNATURE	97
F376	ANSWER QUESTIONS ON SENIOR OFFICER'S PERSONAL LIKES OR PREFERENCES	97
A34	COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	96
F368	ADVISE ACTION OFFICERS OR STAFF AGENCIES ON SENIOR OFFICER'S PREFERENCES ON FORMATS, CORRESPONDENCE, OR STAFF WORK	94
A72	DRAFT, EDIT, OR SIGN TALKING, POINT, OR BACKGROUND PAPERS	94
F418	REVIEW SENIOR OFFICERS' INCOMING CORRESPONDENCE	89
A80	HAND CARRY COMMUNICATIONS OR SHORT SUSPENSE ITEMS	89
B267	REVIEW OFFICER EFFECTIVENESS REPORTS (OER)	88
B264	REVIEW AIRMAN PERFORMANCE REPORTS (APR)	88
B212	INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	87
A108	PLAN AWARD OR PRESENTATION CEREMONIES	87
F372	ADVISE SENIOR OFFICER ON POLICY OR PROCEDURAL MATTERS	83
A42	COORDINATE WITH STAFF AGENCIES OR ACTION OFFICERS ON DIFFERENCES IN OPINIONS, PROPOSALS, OR STAFF REPORTS	82
A18	ASSIGN OR MONITOR SUSPENSE CONTROLS FOR COMMUNICATIONS	81
F396	COORDINATE PROPOSED VISITS OR CONFERENCES	80
F374	ADVISE SENIOR OFFICERS ON PROTOCOL MATTERS	78
F394	COORDINATE OR PREPARE SENIOR OFFICER SCHEDULES	74
A70	DRAFT, EDIT, OR SIGN STAFF STUDIES OR REPORTS	72
F408	MONITOR OR MAINTAIN SENIOR OFFICER SCHEDULE OF DAILY ACTIVITIES	71

TABLE A9

GROUP ID NUMBER AND TITLE: STG288, PROTOCOL SUPPORT PERSONNEL

GROUP SIZE: 151   PERCENT OF SAMPLE: 7
NUMBER OF MILITARY: 134   NUMBER OF CIVILIANS: 17
AVERAGE NUMBER TASKS PERFORMED: 72   AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
F397 COORDINATE PROTOCOL MATTERS WITH OFFICES OF PRIMARY RESPONSIBILITY (OPR)	97
F374 ADVISE SENIOR OFFICERS ON PROTOCOL MATTERS	96
F379 ARRANGE FOR BILLETING OF DISTINGUISHED VISITORS OR MEMBERS OF THEIR PARTY	93
F376 ANSWER QUESTIONS ON SENIOR OFFICER'S PERSONAL LIKES OR PREFERENCES	93
F396 COORDINATE PROPOSED VISITS OR CONFERENCES	90
F377 APPOINT, BRIEF, OR COORDINATE ESCORT OFFICERS TO CONDUCT PROTOCOL SUPPORT FOR VISITORS	89
F388 BRIEF SENIOR OFFICER ON UNIFORMS OR ATTIRE FOR SCHEDULED EVENTS OR FUNCTIONS	89
F387 BRIEF OR PREPARE MEMOS FOR SENIOR OFFICER ON SOCIAL OR CIVILIAN COMMUNITY EVENTS, OR PERSONNEL ATTENDING	87
F403 ESCORT VISITORS	86
F417 PROVIDE PROTOCOL AND LIAISON SUPPORT FOR SENIOR OFFICERS' SPOUSES	85
F382 ARRANGE NONOFFICIAL OR PRIVATE SOCIAL FUNCTIONS, SUCH AS COCKTAIL PARTIES OR PRIVATE DINNERS	85
F385 ATTEND SOCIAL FUNCTIONS WITH, OR FOR, SENIOR OFFICER	82
F383 ARRANGE OR COORDINATE DISTINGUISHED VISITORS CEREMONIES	79
F368 ADVISE ACTION OFFICERS OR STAFF AGENCIES ON SENIOR OFFICER PREFERENCES ON FORMATS, CORRESPONDENCE, OR STAFF WORK	77
F391 COMPILE SIGNIFICANT EVENTS DATA FOR SENIOR OFFICERS, SUCH AS DV VISITS, REPORTS, OR TRIP BRIEFINGS	76

TABLE A10

GROUP ID NUMBER AND TITLE: STG463, RESOURCE MANAGERS

GROUP SIZE: 18   PERCENT OF SAMPLE: 1
NUMBER OF MILITARY: 18   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 130   AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
B245	PERFORM UNIT RESOURCE MANAGEMENT DUTIES	94
A8	APPROVE EXPENDITURES OF TDY FUNDS	94
A2	ANALYZE ACCOUNTS OF EXPENDITURE OF TDY FUNDS	94
A6	ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	94
A5	ANALYZE RECORDS, REPORT, CHARTS, GRAPHS, OR COMPUTER PRODUCTS	94
A85	MAINTAIN OR MONITOR SUSPENSE CONTROL SYSTEMS	94
A46	DEVELOP OR MONITOR BUDGETS OR EXPENDITURES, SUCH AS PROTOCOL, CONTINGENCY, O&M FUNDS, OR NAF	89
B157	ADVISE SENIOR OFFICER ON PROFICIENCY OF PERSONNEL	89
N717	PARTICIPATE ON PROGRAMMING PLANS OR OPERATIONS PLAN WORKING GROUP	83
B199	DRAFT UNFUNDED REQUIREMENTS REQUESTS	78
A37	COORDINATE WITH COMMANDERS OR STAFF OF FUNCTIONAL AREAS TO PROVIDE PERSONNEL FOR DETAILS	78
A90	MONITOR OR MANAGE ADMINISTRATIVE MANNING REQUIREMENTS	67
A35	COORDINATE FACILITIES MAINTENANCE	67
A88	MONITOR INTERNAL CONTROLS OF RESOURCES	61
A56	DIRECT SUPPLY OR EQUIPMENT MANAGEMENT PROGRAMS	50

TABLE A11

GROUP ID NUMBER AND TITLE: STG357, JOINT LEVEL EXECUTIVE OFFICERS

GROUP SIZE: 12   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 12   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 56   AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A18	ASSIGN OR MONITOR SUSPENSE CONTROLS FOR COMMUNICATIONS	100
A69	DRAFT, EDIT, OR SIGN SHORT NOTE REPLIES	100
A23	ATTEND STAFF MEETINGS	92
F368	ADVISE ACTION OFFICERS OR STAFF AGENCIES ON SENIOR OFFICER PREFERENCES ON FORMATS, CORRESPONDENCE, OR STAFF WORK	92
F394	COORDINATE OR PREPARE SENIOR OFFICER SCHEDULES	83
A64	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED CLASSIFIED MESSAGES	83
A80	HAND CARRY COMMUNICATIONS OR SHORT SUSPENSE ITEMS	75
A34	COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	83
A42	COORDINATE WITH STAFF AGENCIES OR ACTION OFFICERS ON DIFFERENCES IN OPINIONS, PROPOSALS, OR STAFF REPORTS	75
A52	DEVELOP SUSPENSE CONTROL SYSTEM	75
A65	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED UNCLASSIFIED MESSAGES	75
A70	DRAFT, EDIT, OR SIGN STAFF STUDIES	75
A85	MAINTAIN OR MONITOR SUSPENSE CONTROL SYSTEMS	67
A126	PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S SIGNATURE	67
A143	SCHEDULE PERSONNEL FOR APPOINTMENTS	67

TABLE A12

GROUP ID NUMBER AND TITLE: GRP152, ADMINISTRATION MANAGEMENT SUPERVISORS CLUSTER

GROUP SIZE: 137   PERCENT OF SAMPLE: 6
NUMBER OF MILITARY: 112   NUMBER OF CIVILIANS: 25
AVERAGE NUMBER TASKS PERFORMED: 187   AVERAGE NUMBER SUPERVISED: 5

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A6	ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	95
A69	DRAFT, EDIT, OR SIGN SHORT NOTE REPLIES	94
A72	DRAFT, EDIT, OR SIGN TALKING, POINT, OR BACKGROUND PAPERS	93
B212	INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	91
A71	DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN THE AIR FORCE	90
B265	REVIEW CORRECTIVE ACTIONS TAKEN ON IG INSPECTIONS, STAFF ASSISTANCE VISITS (SAV), OR LOCAL INSPECTIONS	87
A65	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED UNCLASSIFIED MESSAGES	85
A126	PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S SIGNATURE	83
A58	DRAFT OPERATING INSTRUCTIONS (OI), REGULATIONS, MANUALS, PAMPHLETS, CHANGES, OR SUPPLEMENTS	80
A1	ALLOCATE OR COORDINATE USE OF OFFICE SPACE IN BUILDINGS OR ORGANIZATIONS	77
A10	APPROVE OR DISAPPROVE PUBLICATIONS OR SUPPLEMENTS	75
A24	AUTHENTICATE OR SUPERVISE PUBLICATIONS OR DISTRIBUTION OF ADMINISTRATIVE ORDERS	74
H499	INTERPRET ADMINISTRATIVE ORDERS, POLICIES, OR REGULATIONS	68
A47	DEVELOP MANAGEMENT POLICIES OR PROCEDURES FOR OPERATION OF CENTRALIZED ADMINISTRATIVE FACILITIES	61
H519	RESOLVE COMPLAINTS ON ADMINISTRATIVE COMMUNICATIONS	57

TABLE A13

GROUP ID NUMBER AND TITLE: GRP145, CHIEFS OF BASE ADMINISTRATION

GROUP SIZE: 74   PERCENT OF SAMPLE: 3
NUMBER OF MILITARY: 67   NUMBER OF CIVILIANS: 7
AVERAGE NUMBER TASKS PERFORMED: 194   AVERAGE NUMBER SUPERVISED: 6

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A72	DRAFT, EDIT, OR SIGN TALKING, POINT, OR BACKGROUND PAPERS	100
A6	ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	99
B212	INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	97
A69	DRAFT, EDIT, OR SIGN SHORT NOTE REPLIES	97
B265	REVIEW CORRECTIVE ACTIONS TAKEN ON IG INSPECTIONS, STAFF ASSISTANCE VISITS (SAV), OR LOCAL INSPECTIONS	95
A9	APPROVE OR DISAPPROVE ADMINISTRATIVE BUDGET PLANS OR PROPOSALS	93
B191	COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	93
A130	PREPARE OR DRAFT AWARDS OR DECORATIONS RECOMMENDATIONS	89
A8	APPROVE EXPENDITURES OF TDY FUNDS	89
A65	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED UNCLASSIFIED MESSAGES	89
A90	MONITOR OR MANAGE ADMINISTRATIVE MANNING REQUIREMENTS	88
A280	WRITE CIVILIAN ANNUAL PERFORMANCE EVALUATIONS	88
A12	APPROVAL OR DISAPPROVE REQUESTS FOR DUPLICATION, MICROFORM, OR PRINTING	88
A10	APPROVE OR DISAPPROVE PUBLICATIONS OR SUPPLEMENTS	86
A47	DEVELOP MANAGEMENT POLICIES OR PROCEDURES FOR OPERATION OF CENTRALIZED ADMINISTRATIVE FACILITIES	84

TABLE A14

GROUP ID NUMBER AND TITLE: STG286, POSTAL ADMINISTRATORS

GROUP SIZE: 14   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 14   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 156   AVERAGE NUMBER SUPERVISED: 9

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
H500 INTERPRET POSTAL POLICIES OR FEDERAL POSTAL REGULATIONS	100
H444 ANALYZE POSTAL PROBLEMS	93
H496 EVALUATE USE OF POSTAL EQUIPMENT	93
H442 ADVISE HIGHER HEADQUARTERS ON ABUSES OF POSTAL SERVICES	93
H502 INVESTIGATE POSTAL COMPLAINTS OR INCIDENTS	86
H446 ANALYZE WORKLOAD OF POSTAL FUNCTIONAL AREAS TO DETERMINE MANNING REQUIREMENTS	79
H483 DEVELOP LOCAL PLANS FOR CONTINGENCIES, SUCH AS EMERGENCY POSTAL OPERATIONS	79
H447 ANSWER INQUIRIES DEALING WITH POSTAL SUPPLY FUNCTIONS OR FINANCING	71
H511 PREPARE OR REVIEW PLANS FOR USE OF POSTAL AUGMENTEES	71
H486 DEVELOP OR COORDINATE PLANS FOR CONSTRUCTION OF POSTAL FACILITIES ON MILITARY INSTALLATIONS	71
H492 ESTABLISH POLICIES ON OPERATING CONSOLIDATED MAIL ROOMS, POSTAL SERVICE CENTERS, OR UNIT MAIL ROOMS	71
H509 PARTICIPATE IN WORKING GROUPS OR LIAISON ACTIVITIES ON POSTAL MATTERS OR PROJECTS	71
H499 INTERPRET ADMINISTRATIVE ORDERS, POLICIES, OR REGULATIONS	71
H475 COORDINATE WITH MILITARY MAIL CENTER ON POSTAL ACTIVITIES	64
H498 IMPLEMENT OR ESTABLISH POLICIES ON CONTRABAND, NARCOTICS, OR DRUGS IN MAIL	64

A14

TABLE A15

GROUP ID NUMBER AND TITLE: STG618, ADMINISTRATIVE COMMUNICATIONS PERSONNEL

GROUP SIZE: 9   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 9   NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 172   AVERAGE NUMBER SUPERVISED: 5

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
H472	COORDINATE WITH COMMUNICATIONS CENTERS ON MESSAGE DELIVERIES	100
A18	ASSIGN OR MONITOR SUSPENSE CONTROLS FOR COMMUNICATIONS	100
A58	DRAFT OPERATING INSTRUCTIONS (OI), REGULATIONS, MANUALS, PAMPHLETS, CHANGES, OR SUPPLEMENTS	100
A6	ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	100
A71	DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	100
A65	DRAFT, EDIT, OR RELEASE ELECTRICALLY TRANSMITTED UNCLASSIFIED MESSAGES	100
A12	APPROVE OR DISAPPROVE REQUESTS FOR DUPLICATION, MICROFORM, OR PRINTING	100
H468	COORDINATE PROCEDURES FOR ACCOUNTABILITY AND CONTROL OF COMMUNICATIONS WITH SECURITY PERSONNEL	89
H519	RESOLVE COMPLAINTS ON ADMINISTRATIVE COMMUNICATIONS	89
B234	MONITOR UNIT MAIL ROOM OPERATIONS	89
A150	SUPERVISE PROCESSING OF ACCOUNTABLE MAIL OR CLASSIFIED CORRESPONDENCE	89
H499	INTERPRET ADMINISTRATIVE ORDERS, POLICIES, OR REGULATIONS	78
D329	PLAN OR CONDUCT MAIL MANAGEMENT TRAINING	78
H516	PUBLICIZE INFORMATION CONCERNING MAIL SERVICE	78
H488	DEVELOP POLICIES OR PROCEDURES FOR ADMINISTRATIVE COMMUNICATIONS PREPARATION OR PROCESSING	56

TABLE A16

GROUP ID NUMBER AND TITLE: GRP144, UNIT ADMINISTRATORS

GROUP SIZE: 176	PERCENT OF SAMPLE: 8
NUMBER OF MILITARY: 176	NUMBER OF CIVILIANS: 0
AVERAGE NUMBER TASKS PERFORMED: 102	AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
B264 REVIEW AIRMAN PERFORMANCE REPORTS (APR)	84
B267 REVIEW OFFICER EFFECTIVENESS REPORTS (OER)	81
A67 DRAFT, EDIT, OR SIGN MEMORANDA FOR RECORD	80
A34 COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	78
A130 PREPARE OR DRAFT AWARDS OR DECORATIONS RECOMMENDATIONS	77
B252 PREPARE INFORMATION FOR COMMANDER'S CALL	76
A57 DRAFT FORM LETTERS	75
A80 HAND CARRY COMMUNICATIONS OR SHORT SUSPENSE ITEMS	74
A108 PLAN AWARD OR PRESENTATION CEREMONIES	74
B191 COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	73

TABLE A17

GROUP ID NUMBER AND TITLE: STG435, MEPS COMMANDERS

GROUP SIZE: 10   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 9   NUMBER OF CIVILIANS: 1
AVERAGE NUMBER TASKS PERFORMED: 132   AVERAGE NUMBER SUPERVISED: 11

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A1	ALLOCATE OR COORDINATE USE OF OFFICE SPACE IN BUILDINGS OR ORGANIZATIONS	100
B212	INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	100
A63	DRAFT, APPROVE, OR DISAPPROVE WORK ORDER REQUESTS FOR MAINTENANCE OF REAL PROPERTY	100
A9	APPROVE OR DISAPPROVE ADMINISTRATIVE BUDGET PLANS OR PROPOSALS	100
E357	PREPARE RECORDS OF COUNSELING	100
M693	MONITOR SPECIAL CONTRACTED STUDIES	90
M706	WRITE STATEMENTS OF WORK	90
A46	DEVELOP OR MONITOR BUDGETS OR EXPENDITURES, SUCH AS PROTOCOL, CONTINGENCY, O&M FUNDS, OR NAF	90
B191	COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	90
C299	REVIEW INSPECTION GUIDES, CHECKLISTS, OR REPORTS	90
M686	DEVELOP JOB DESCRIPTIONS FOR CIVILIAN EMPLOYEES IN CASE OF CONTRACTOR DEFAULT	80
C287	CONDUCT INVENTORIES	80
M696	PARTICIPATE ON STATEMENT OF WORK REVIEW BOARDS OR PANELS	80
M703	RECONCILE FINANCIAL EXPENDITURES WITH ACCOUNTING AND FINANCE, AND CONTRACTING OFFICE	70
M685	DEVELOP CONTRACTOR PERFORMANCE EVALUATION DATA	50

TABLE A18

GROUP ID NUMBER AND TITLE: STG345, OAS PERSONNEL

GROUP SIZE: 33   PERCENT OF SAMPLE: 1
NUMBER OF MILITARY: 17   NUMBER OF CIVILIANS: 16
AVERAGE NUMBER TASKS PERFORMED: 89   AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A21	ATTEND CONFERENCES, EQUIPMENT DEMONSTRATIONS, OR COMPANY BRIEFINGS ON NEW EQUIPMENT	100
K625	ACQUIRE SPACE FOR OAS	94
K630	BRIEF ON OAS	94
A22	ATTEND PROFESSIONAL MEETINGS OR WORKSHOPS	94
K633	CONDUCT RESEARCH TO IMPROVE OAS PROGRAMS	91
K631	CONDUCT OR ASSIST IN PERFORMING HAZARDOUS RFI AND ELECTROMAGNETIC COMPATIBILITY (EMC) SURVEYS OR STUDIES	88
K639	DEVELOP OAS SOFTWARE APPLICATIONS	88
K628	ARRANGE TEMPEST TESTING OR EVALUATION OF OAS EQUIPMENT	88
K627	ARRANGE FOR OR CONDUCT OAS PRODUCT DEMONSTRATIONS	85
K648	SERVE AS INFORMATION SYSTEMS SECURITY OFFICER	85
K647	RESEARCH EQUIPMENT AVAILABILITY AND CAPABILITY	76
K636	COORDINATE TRAINING REQUIREMENTS AND SPECIFICATIONS WITH PROCUREMENT	73
K638	DEVELOP INFORMATION SYSTEM REQUIREMENT DOCUMENTS (ISRD)	67
K640	EVALUATE EQUIPMENT OP SYSTEMS FOR USE IN AUDIOVISUAL INFORMATION CENTERS	67

TABLE A19

GROUP ID NUMBER AND TITLE: STG97, INSPECTION, COMPLAINTS, AND INQUIRIES
LIAISON PERSONNEL

GROUP SIZE: 49   PERCENT OF SAMPLE: 2
NUMBER OF MILITARY: 36   NUMBER OF CIVILIANS: 13
AVERAGE NUMBER TASKS PERFORMED: 146   AVERAGE NUMBER SUPERVISED: 1

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A72	DRAFT, EDIT, OR SIGN TALKING, POINT, OR BACKGROUND PAPERS	90
A126	PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S SIGNATURE	88
A62	DRAFT OR WRITE RESPONSES TO COMPLAINTS	78
A61	DRAFT OR EDIT ANSWERS TO CONGRESSIONAL INQUIRES	73
A80	HAND CARRY COMMUNICATIONS OR SHORT SUSPENSE ITEMS	73
A145	SERVE AS ORGANIZATION POINT OF CONTACT FOR AGENCIES, SUCH AS IG, AF AUDIT AGENCY, OR CONGRESSIONAL VISITS	69
C299	REVIEW INSPECTION GUIDES, CHECKLISTS, OR REPORTS	65
A17	ASSIGN OFFICE OF PRIMARY RESPONSIBILITY (OPR) FOR OR TRACK ANSWERS TO CONGRESSIONAL INQUIRIES	59
A138	REVIEW OR ANALYZE IG COMPLAINTS OR TRENDS	59
A124	PREPARE ANSWERS TO COMPLAINTS SUBMITTED TO AIR FORCE INSPECTION GENERAL (IG)	59
A32	CONSULT WITH FUNCTIONAL OPR FOR ASSISTANCE BASED ON COMPLAINTS DATA OR CONGRESSIONAL OR EXECUTIVE INQUIRIES	59
B265	REVIEW CORRECTIVE ACTIONS TAKEN ON IG INSPECTIONS, STAFF ASSISTANCE VISITS (SAV), OR LOCAL INSPECTIONS	51
C288	COORDINATE ON JOINT IG INSPECTIONS WITH OTHER AGENCIES	41
C286	CONDUCT IG INSPECTIONS OF AREAS OTHER THAN ADMINISTRATIVE FUNCTIONS	39
C285	CONDUCT IG INSPECTIONS OF ADMINISTRATIVE FUNCTIONS	35

TABLE A20

GROUP ID NUMBER AND TITLE: GRP148, CONTRACTING FUNCTIONS PERSONNEL

GROUP SIZE: 56   PERCENT OF SAMPLE: 3
NUMBER OF MILITARY: 1   NUMBER OF CIVILIANS: 55
AVERAGE NUMBER TASKS PERFORMED: 77   AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
M703 RECONCILE FINANCIAL EXPENDITURES WITH ACCOUNTING AND FINANCE AND CONTRACTING OFFICE	95
M706 WRITE STATEMENTS OF WORK	90
N707 DETERMINE OR ESTABLISH REQUIREMENTS FOR ADVANCED ACADEMIC DEGREES	88
A71 DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	88
M704 REVIEW CONTRACT SPECIFICATIONS	86
M698 PERFORM STATISTICAL SAMPLING OF CONTRACTOR WORK	82
M696 PARTICIPATE ON STATEMENT OF WORK REVIEW BOARDS OR PANELS	82
A34 COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	82
A50 DEVELOP RECORDS, REPORT FORMATS, CHARTS, OR GRAPHS	80
M693 MONITOR SPECIAL CONTRACTED STUDIES	79
A67 DRAFT, EDIT, OR SIGN MEMORANDA FOR RECORD	79
A5 ANALYZE RECORDS, REPORTS, CHARTS, GRAPHS, OR COMPUTER PRODUCTS	77
M699 PREPARE CONTRACTOR DISCREPANCY REPORTS	64
M686 DEVELOP JOB DESCRIPTIONS FOR CIVILIAN EMPLOYEES IN CASE OF CONTRACTOR DEFAULT	62
M687 DEVELOP MANNING MODELS	57

TABLE A21

GROUP ID NUMBER AND TITLE: STG360, RECORDS MANAGEMENT PERSONNEL

GROUP SIZE: 33   PERCENT OF SAMPLE: 1
NUMBER OF MILITARY: 0   NUMBER OF CIVILIANS: 33
AVERAGE NUMBER TASKS PERFORMED: 95   AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
J600	CONDUCT INVENTORIES OF STAGING AREAS	100
J591	ANALYZE OR DETERMINE DISPOSITION OF RECORDS AT BASES BEING CLOSED, TRANSFERRED, OR ACQUIRED	94
A58	DRAFT OPERATING INSTRUCTIONS (OI), REGULATIONS, MANUALS, PAMPHLETS, CHANGES, OR SUPPLEMENTS	94
D334	PLAN OR CONDUCT RECORDS MANAGEMENT TRAINING	91
A36	COORDINATE WITH BASE FUNCTIONAL AREA RECORDS MANAGERS ON FILES MAINTENANCE OR DISPOSITION PLANS	91
J621	REQUEST ENGINEERING DATA FROM ENGINEERING DATA SERVICES CENTER (EDSC)	91
J598	BRIEF PERSONNEL ON PRIVACY ACT PROCEDURES	91
J599	COMPILE OR ANALYZE RECORDS MANAGEMENT REPORTS	91
J603	DETERMINE RECORDS DISPOSITION FOR DATA CONTAINED IN MACHINE READABLE RECORDS SYSTEMS	91
J610	EVALUATE MICROGRAPHICS STORAGE AND RETRIEVAL EQUIPMENT OR SYSTEMS	88
J611	EVALUATE OR ANSWER QUESTIONS ON SIGNATORY AUTHORITY OR OFFICIAL STAMPS	88
J618	PROCESS FOIA REQUESTS	88
A59	DRAFT OR APPROVE AF FORMS 80 (FILES MAINTENANCE AND DISPOSITION PLAN)	85
J605	DEVELOP RECORDS MANAGEMENT POLICIES, PROCEDURES, OR STANDARDS FOR MICROFORM STORAGE OR RETRIEVAL SYSTEMS	85
J620	PROVIDE RECORDS MANAGEMENT GUIDANCE TO OFF-BASE AGENCIES	82

TABLE A22

GROUP ID NUMBER AND TITLE: STG141, PUBLICATIONS MANAGEMENT PERSONNEL

GROUP SIZE: 27   PERCENT OF SAMPLE: 1
NUMBER OF MILITARY: 11   NUMBER OF CIVILIANS: 16
AVERAGE NUMBER TASKS PERFORMED: 119   AVERAGE NUMBER SUPERVISED: 4

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A142 REVIEW PUBLICATIONS BULLETIN	96
I522 ADVISE PERSONNEL ON PROCEDURES FOR DEVELOPING NEW PUBLICATIONS	93
I524 ADVISE REQUESTORS OF PUBLICATIONS AVAILABILITY	89
A74 ESTABLISH OR EVALUATE REQUIREMENTS FOR PUBLICATIONS	89
I528 APPROVE OR DISAPPROVE FORM REQUESTS	85
I527 ANALYZE, OR STANDARDIZE FORMS	85
A10 APPROVE OR DISAPPROVE PUBLICATIONS OR SUPPLEMENTS	81
I573 IDENTIFY OR ELIMINATE DUPLICATIONS IN LOCAL, COMMAND, OR AF PUBLICATIONS AND FORMS	78
I523 ADVISE REQUESTORS OF CHANGES TO PUBLICATIONS	78
I541 CONDUCT SPECIAL REVIEWS OF PUBLICATIONS	78
I542 CONDUCT STAFF ASSISTANCE VISITS (SAV)	78
I533 ASSIGN SERIES OR BASIC NUMBERS TO PUBLICATIONS OR FORMS	74
I565 ESTABLISH PROCEDURES TO MONITOR DELINQUENT AF FORMS 1382 (REQUEST FOR REVIEW OF PUBLICATIONS AND/OR FORMS)	70
I563 ESTABLISH POLICIES OR SYSTEMS FOR THE CREATION, MANAGEMENT, OR ISSUE OF PUBLICATIONS OR FORMS	67
I537 COMPILE FORMS OR PUBLICATIONS INDEXES	67

TABLE A23

GROUP ID NUMBER AND TITLE: STG473, FORMS MANAGEMENT PERSONNEL

GROUP SIZE: 10   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 0   NUMBER OF CIVILIANS: 10
AVERAGE NUMBER TASKS PERFORMED: 37   AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I527 ANALYZE, OR STANDARDIZE FORMS	100
I577 MAINTAIN PUBLICATIONS OR FORMS MANAGEMENT RECORDS	100
I543 COORDINATE PUBLICATIONS OR FORMS DEVELOPMENT WITH RECORDS MANAGERS	100
I528 APPROVE OR DISAPPROVE FORM REQUESTS	90
I555 DEVELOP FORMS	90
I533 ASSIGN SERIES OR BASIC NUMBERS TO PUBLICATIONS OR FORMS	90
I573 IDENTIFY OR ELIMINATE DUPLICATIONS IN LOCAL, COMMAND, OR AF PUBLICATIONS AND FORMS	90
I546 COORDINATE WITH OPR ON PRINTING REQUESTS OR REQUIREMENTS	90
I571 EVALUATE, CONTROL, OR DEVELOP COMPUTER-GENERATED FORMS	70
I566 ESTABLISH REQUIREMENTS FOR PUBLICATIONS OR FORMS	70
I551 DETERMINE REVISION SCHEDULES OF PUBLICATIONS OR FORMS	70
I537 COMPILE FORMS OR PUBLICATIONS INDEXES	70
A6 ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	70
A12 APPROVE OR DISAPPROVE REQUESTS FOR DUPLICATION, MICROFORM, OR PRINTING	70
I550 DETERMINE OR REQUEST DISPOSITION FOR EXCESS STOCKS OF PUBLICATIONS OR FORMS IN PDO	70

TABLE A24

GROUP ID NUMBER AND TITLE: STG191, UNIT SECURITY MANAGERS

GROUP SIZE: 17   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 7   NUMBER OF CIVILIANS: 10
AVERAGE NUMBER TASKS PERFORMED: 100   AVERAGE NUMBER SUPERVISED: 2

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A154	VERIFY SECURITY CLEARANCE LEVELS OF PERSONNEL	100
A6	ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	100
A44	DESTROY OR WITNESS THE DESTRUCTION OF CLASSIFIED MATERIAL	94
A73	ENSURE DOCUMENTS TO BE DESTROYED ARE COMPLETELY DESTROYED	88
A80	HAND CARRY COMMUNICATIONS OR SHORT SUSPENSE ITEMS	88
B185	CONDUCT SECURITY INSPECTIONS	82
A33	CONTROL UNIT CLASSIFIED MATERIALS OR FUNCTIONS	76
A26	CONDUCT ANNUAL SECURITY REFRESHER BRIEFINGS	76
B184	CONDUCT SECURITY INDOCTRINATION BRIEFINGS	76
A83	INITIATE PERSONNEL SECURITY CLEARANCES	76
B183	CONDUCT SECURITY DEBRIEFINGS	76
A27	CONDUCT COMMUNICATION SECURITY (COMSEC) EDUCATION PROGRAMS	59
B176	CONDUCT COMSEC/OPSEC BRIEFINGS	53
A117	PLAN OR MONITOR THE PHYSICAL SECURITY SYSTEMS FOR BUILDINGS	53
A153	VERIFY CERTIFICATION OF SECURITY CLEARANCE FOR PRINTING CONTRACTORS OR SPECIFY CLASSIFIED PROCEDURES	41

TABLE A25

GROUP ID NUMBER AND TITLE: STG200, EDITORS

GROUP SIZE: 9   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 0   NUMBER OF CIVILIANS: 9
AVERAGE NUMBER TASKS PERFORMED: 34   AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
I522	ADVISE PERSONNEL ON PROCEDURES FOR DEVELOPING NEW PUBLICATIONS	100
A58	DRAFT OPERATING INSTRUCTIONS (OI), REGULATIONS, MANUALS, PAMPHLETS,CHANGES, OR SUPPLEMENTS	100
I523	ADVISE REQUESTORS OF CHANGES TO PUBLICATIONS	100
I554	DEVELOP FORMATS FOR STANDARD PUBLICATIONS	89
A74	ESTABLISH OR EVALUATE REQUIREMENTS FOR PUBLICATIONS	89
I533	ASSIGN SERIES OR BASIC NUMBERS TO PUBLICATIONS OR FORMS	89
A10	APPROVE OR DISAPPROVE PUBLICATIONS OR SUPPLEMENTS	78
A142	REVIEW PUBLICATIONS BULLETIN	78
I543	COORDINATE PUBLICATIONS OR FORMS DEVELOPMENT WITH RECORDS MANAGERS	78
I546	COORDINATE WITH OPR ON PRINTING REQUESTS OR REQUIREMENTS	78
I534	ASSIST OPR WITH DESIGN OF DECISION LOGIC TABLES	67
I524	ADVISE REQUESTORS OF PUBLICATIONS AVAILABILITY	67
I551	DETERMINE REVISION SCHEDULES OF PUBLICATIONS OR FORMS	67
I547	COORDINATE WITH OTHER AGENCIES ON JOINT PUBLICATIONS	56
I541	CONDUCT SPECIAL REVIEW OF PUBLICATIONS	56

TABLE A26

GROUP ID NUMBER AND TITLE: STG307, TECHNICAL ORDERS MANAGERS

GROUP SIZE: 13   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 0   NUMBER OF CIVILIANS: 13
AVERAGE NUMBER TASKS PERFORMED: 54   AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A34	COORDINATE CORRESPONDENCE WITH OTHER AGENCIES	100
A22	ATTEND PROFESSIONAL MEETINGS OR WORKSHOPS	100
A71	DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	92
A74	ESTABLISH OR EVALUATE REQUIREMENTS FOR PUBLICATIONS	85
A10	APPROVE OR DISAPPROVE PUBLICATIONS OR SUPPLEMENTS	85
I523	ADVISE REQUESTORS OF CHANGES TO PUBLICATIONS	85
A21	ATTEND CONFERENCES, EQUIPMENT DEMONSTRATIONS, OR COMPANY BRIEFINGS ON NEW EQUIPMENT	85
A57	DRAFT FORM LETTERS	85
A5	ANALYZE RECORDS, REPORTS, CHARTS, GRAPHS, OR COMPUTER PRODUCTS	85
I524	ADVISE REQUESTORS OF PUBLICATIONS AVAILABILITY	77
I559	DISTRIBUTE STANDARD PUBLICATIONS, TECHNICAL ORDERS, OR FORMS	62
I561	ESTABLISH POLICIES ON PUBLICATION OF TECHNICAL ORDERS	62
I551	DETERMINE REVISION SCHEDULES OF PUBLICATIONS OR FORMS	62
I541	CONDUCT SPECIAL REVIEWS OF PUBLICATIONS	54
I547	COORDINATE WITH OTHER AGENCIES ON JOINT PUBLICATIONS	54

TABLE A27

GROUP ID NUMBER AND TITLE: STG525, REPROGRAPHICS MANAGEMENT PERSONNEL

GROUP SIZE: 18   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 2   NUMBER OF CIVILIANS: 16
AVERAGE NUMBER TASKS PERFORMED: 119   AVERAGE NUMBER SUPERVISED: 6

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A12 APPROVE OR DISAPPROVE REQUESTS FOR DUPLICATION, MICROFORM, OR PRINTING	100
A21 ATTEND CONFERENCES, EQUIPMENT DEMONSTRATIONS, OR COMPANY BRIEFINGS ON NEW EQUIPMENT	100
I581 PERFORM COST EFFECTIVENESS ANALYSIS OF COPIER, DUPLICATING, PRINTING, OR MICROFORM EQUIPMENT OPERATIONS	94
I526 ANALYZE PERFORMANCE OF PRINTING, DUPLICATING, MICROFORM, COPYING EQUIPMENT	94
I570 EVALUATE REQUIREMENTS FOR REPROGRAPHICS EQUIPMENT OTHER THAN MICROGRAPHICS EQUIPMENT	89
I546 COORDINATE WITH OPR ON PRINTING REQUESTS OR REQUIREMENTS	89
I574 IMPLEMENT POLICIES OR PROCEDURES FOR CONFORMING TO STANDARDS OF CONGRESSIONAL JOINT COMMITTEE ON PRINTING	83
I576 IMPLEMENT REPROGRAPHICS AUTOMATED MANAGEMENT SYSTEMS (RAMS)	83
I564 ESTABLISH PROCEDURES OR LIMITATIONS ON USE OF COPIERS	78
A81 IDENTIFY EQUIPMENT IN NEED OF REPAIR OR REPLACEMENT	78
I569 EVALUATE REQUIREMENTS FOR MICROGRAPHICS EQUIPMENT OR SYSTEMS	78
I585 PREPARE REQUESTS FOR PRINTING OR DUPLICATING EQUIPMENT	72
I544 COORDINATE WITH BASES OR ORGANIZATIONS ON REPORTS OF COPIER USE	72
I583 PREPARE JOINT COMMITTEE ON PRINTING (JCP) REPORTS	67
I562 ESTABLISH POLICIES OR PROCEDURES FOR THE MANAGEMENT OF MICROFORM OR COMPUTER OPERATED MICROFICHE SERVICE CTRS	67

TABLE A28

GROUP ID NUMBER AND TITLE: STG172, PRINTING SPECIALISTS

GROUP SIZE: 6   PERCENT OF SAMPLE: less than 1
NUMBER OF MILITARY: 0   NUMBER OF CIVILIANS: 6
AVERAGE NUMBER TASKS PERFORMED: 39   AVERAGE NUMBER SUPERVISED: 0

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I546 COORDINATE WITH OPR ON PRINTING REQUESTS OR REQUIREMENTS	100
I548 COORDINATE WITH PRINTING CONTRACT COMPANIES ON BILLING DIFFERENCES	100
I587 PREPARE REQUISITIONS FOR PRINTING TO SUBMIT TO GPO	83
I536 CERTIFY INVOICES FOR COMMERCIAL PRINTING	83
I545 COORDINATE WITH CONTRACT PRINTERS	83
I580 NEGOTIATE DISPUTES WITH PRINTING CONTRACTORS OR GOVERNMENT PRINTING OFFICE (GPO)	83
A12 APPROVE OR DISAPPROVE REQUESTS FOR DUPLICATION, MICROFORM, OR PRINTING	83
I583 PREPARE JOINT COMMITTEE ON PRINTING (JCP) REPORTS	83
I584 PREPARE JUSTIFICATIONS FOR WAIVERS ON PRINTING RESTRICTIONS TO GPO	67
A86 MAINTAIN PRODUCTION LOGS	67
A21 ATTEND CONFERENCES, EQUIPMENT DEMONSTRATIONS, OR COMPANY BRIEFINGS ON NEW EQUIPMENT	67
M684 COORDINATE WITH BASE CONTRACTING AND MANPOWER AGENCIES ON CONTRACT ACTIONS	50
I553 DEVELOP COST ESTIMATES FOR INDIVIDUAL CONTRACTS	50
M705 WRITE PURCHASE REQUESTS	50

A28

TABLE A29

GROUP ID NUMBER AND TITLE: GRP147, CIVILIAN MANAGEMENT PERSONNEL

GROUP SIZE: 147   PERCENT OF SAMPLE: 7
NUMBER OF MILITARY: 30   NUMBER OF CIVILIANS: 130
AVERAGE NUMBER TASKS PERFORMED: 112   AVERAGE NUMBER SUPERVISED: 8

THE FOLLOWING ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
A23	ATTEND STAFF MEETINGS	98
A71	DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO ORGANIZATIONS WITHIN AIR FORCE	95
B280	WRITE CIVILIAN ANNUAL PERFORMANCE EVALUATIONS	95
A72	DRAFT, EDIT, OR SIGN TALKING, POINT, OR BACKGROUND PAPERS	93
A112	PLAN OR APPROVE LEAVE SCHEDULES	93
A31	CONDUCT STAFF MEETINGS OR CONFERENCES	92
B215	INTERVIEW OR SELECT APPLICANTS FOR CIVILIAN POSITIONS	92
B281	WRITE CIVILIAN PERFORMANCE STANDARDS	91
B191	COUNSEL PERSONNEL ON INFRACTIONS OR WORK PERFORMANCE	90
B160	APPROVE OR DISAPPROVE REQUESTS FOR ABSENCES FROM DUTY (E.G., LEAVES, PASSES, ETC.)	83
B212	INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR CIVILIAN PERFORMANCE AND APPRAISAL REPORTS	82
A6	ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS	77
B168	ASSIGN ADDITIONAL DUTIES TO PERSONNEL	77
B272	REVIEW, ANALYZE, OR CERTIFY CIVILIAN TIME OR ATTENDANCE RECORDS	76

APPENDIX B

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TABLE B1

MISCELLANEOUS ADMINISTRATION AND PROGRAM
OCCUPATIONAL SERIES 0301, N=374

Representative tasks performed by personnel in the Miscellaneous Administration and Program occupational series are as follows.

ANALYZE RECORDS, REPORTS, CHARTS, GRAPHS, OR COMPUTER
  PRODUCTS

DEVELOP RECORDS, REPORT FORMATS, CHARTS, OR GRAPHS

DRAFT OPERATING INSTRUCTIONS (OI), REGULATIONS, MANUALS,
  PAMPHLETS, CHANGES, OR SUPPLEMENTS

ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR
  FUNCTIONS

DRAFT, EDIT, OR SIGN MEMORANDA FOR RECORD

REVIEW OR UPDATE CHARTS, GRAPHS, VISUAL AIDS, OR WORK
  CONTROL BOARDS

DEVELOP OR MONITOR BUDGETS OR EXPENDITURES, SUCH AS
  PROTOCOL, CONTINGENCY, O&M FUNDS, OR NAF

WRITE STATEMENTS OF WORK

IDENTIFY EQUIPMENT IN NEED OF REPAIR OR REPLACEMENT

REVIEW CONTRACT SPECIFICATIONS

TABLE B2

MISCELLANEOUS CLERK AND ASSISTANT PERSONNEL
OCCUPATIONAL SERIES 0303, N=11

Representative tasks performed by Miscellaneous Clerk and Assistant personnel
are as follows:

ANALYZE RECORDS, REPORTS, CHARTS, OR COMPUTER PRODUCTS

COORDINATE CORRESPONDENCE WITH OTHER AGENCIES

WRITE CIVILIAN ANNUAL PERFORMANCE EVALUATIONS

DRAFT OR WRITE RESPONSES TO COMPLAINTS

ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR
 FUNCTIONS

APPROVE OR DISAPPROVE REQUESTS FOR ABSENCES FROM DUTY
 (E.G., LEAVES, PASSES, ETC.)

PERFORM AREA LOCK-UP PROCEDURES

REVIEW, ANALYZE, OR CERTIFY CIVILIAN TIME OR ATTENDANCE
 RECORDS

ASSIGN OFFICE OF PRIMARY RESPONSIBILITY (OPR) FOR OR TRACK
 ANSWERS TO CONGRESSIONAL OR EXECUTIVE INQUIRIES

CONSULT WITH FUNCTIONAL OPR FOR ASSISTANCE BASED ON COMPLAINTS
 DATA OR CONGRESSIONAL OR EXECUTIVE INQUIRIES

TABLE B3

SECRETARY
OCCUPATIONAL SERIES 0318, N=11

Representative tasks performed by Secretarial personnel are
as follows:

SCHEDULE PERSONNEL FOR APPOINTMENTS

MONITOR OR MAINTAIN SENIOR OFFICER SCHEDULE OF DAILY
 ACTIVITIES

COORDINATE OR PREPARE SENIOR OFFICER SCHEDULES

ANSWER QUESTIONS ON SENIOR OFFICER'S PERSONAL LIKES
 OR PREFERENCES

DRAFT, EDIT, OR SIGN SHORT NOTE REPLIES

ADVISE ACTION OFFICERS OR STAFF AGENCIES ON SENIOR OFFICER
 PREFERENCES ON FORMATS, CORRESPONDENCE, OR STAFF WORK

PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S SIGNATURE

RESERVE MEETING ROOMS OR AUDITORIUMS FOR MEETINGS OR
 CONFERENCES

COORDINATE PROPOSED VISITS OR CONFERENCES

COORDINATE PROTOCOL MATTERS WITH OFFICES OF PRIMARY
 RESPONSIBILITY (OPR)

TABLE B4

ADMINISTRATIVE OFFICER
OCCUPATIONAL SERIES 0341, N=45

Representative tasks performed by personnel in the Administrative Officer occupational series are as follows:

ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR
FUNCTIONS

DRAFT, EDIT, OR SIGN SHORT NOTE REPLIES

PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S
SIGNATURE

INTERVIEW OR SELECT APPLICANTS FOR CIVILIAN POSITIONS

DEVELOP OR MONITOR BUDGETS OR EXPENDITURES, SUCH AS
PROTOCOL, CONTINGENCY, O&M FUNDS, OR NAF

RESEARCH OR WRITE CIVILIAN POSITION DESCRIPTIONS

PLAN OR CONDUCT SELF-INSPECTION PROGRAMS

WRITE CIVILIAN ANNUAL PERFORMANCE EVALUATIONS

MANAGE SUPPORT ACTIVITIES OR GEOGRAPHICALLY SEPARATED
UNITS (GSU)

INTERPRET ADMINISTRATIVE ORDERS, POLICIES, OR REGULATIONS

TABLE B5

SUPPORT SERVICES ADMINISTRATIVE
OCCUPATIONAL SERIES 0342, N=21

Representative tasks performed by personnel in the Support Services
Administrative occupational series are as follows:

ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR
 FUNCTIONS

PLAN AND APPROVE LEAVE SCHEDULES

WRITE CIVILIAN ANNUAL PERFORMANCE EVALUATIONS

REVIEW, ANALYZE, OR CERTIFY CIVILIAN TIME OR ATTENDANCE
 RECORDS

INTERVIEW OR SELECT APPLICANTS FOR CIVILIAN POSITIONS

WRITE CIVILIAN PERFORMANCE STANDARDS

INDORSE OR PREPARE INDORSEMENTS FOR OER, APR, OR
 CIVILIAN PERFORMANCE AND APPRAISAL REPORTS

APPROVE OR DISAPPROVE PUBLICATIONS OR SUPPLEMENTS

AUTHENTICATE OR SUPERVISE PUBLICATION OR DISTRIBUTION OF
 ADMINISTRATIVE ORDERS

INTERPRET ADMINISTRATIVE ORDERS, POLICIES, OR REGULATIONS

TABLE B6

MANAGEMENT ANALYSIS
OCCUPATIONAL SERIES 0343, N=74

Representative tasks performed by the Management Analysis
occupational series are as follows:

ANSWER INQUIRIES ABOUT ADMINISTRATIVE PROGRAMS OR FUNCTIONS

ANALYZE RECORDS, REPORTS, CHARTS, GRAPHS, OR COMPUTER
 PRODUCTS

ATTEND CONFERENCES, EQUIPMENT DEMONSTRATIONS, OR COMPANY
 BRIEFINGS ON NEW EQUIPMENT

ANALYZE OR DETERMINE DISPOSITION OF RECORDS AT BASES
 BEING CLOSED, TRANSFERRED, OR ACQUIRED

APPROVE OR DISAPPROVE FORM REQUESTS

CONDUCT STAFF ASSISTANCE VISITS (SAV)

DEVELOP FORMS

DEVELOP RECORDS, REPORT FORMATS, CHARTS, OR GRAPHS

COORDINATE PUBLICATIONS OR FORMS DEVELOPMENT WITH RECORDS
 MANAGERS

TABLE B7

MANAGEMENT CLERICAL AND ASSISTANCE PERSONNEL
OCCUPATIONAL SERIES 0344, N=15

Representative tasks performed by Management Clerical and Assistance personnel
are as follows:

DRAFT, EDIT, OR SIGN STANDARD AIR FORCE LETTERS TO
 ORGANIZATIONS WITHIN AIR FORCE

PREPARE CORRESPONDENCE OR REPORTS FOR SENIOR OFFICER'S
 SIGNATURE

DETERMINE RECORDS DISPOSITION FOR DATA CONTAINED IN MACHINE
 READABLE RECORDS SYSTEMS

DRAFT OR APPROVE AF FORMS 80 (FILES MAINTENANCE AND
 DISPOSITION PLAN)

COORDINATE WITH BASE OR FUNCTIONAL AREA RECORDS MANAGERS

ANALYZE OR DETERMINE DISPOSITION OF RECORDS AT BASES
 BEING CLOSED, TRANSFERRED, OR ACQUIRED

PREPARE OR SUBMIT NOTICES FOR PUBLICATION IN FEDERAL REGISTER

DRAFT, EDIT, OR SIGN STAFF STUDIES OR REPORTS

CONDUCT INVENTORIES OF STAGING AREAS

ENSURE DOCUMENTS TO BE DESTROYED ARE COMPLETELY DESTROYED

TABLE B8

WRITING AND EDITING PERSONNEL
OCCUPATIONAL SERIES 1082, N=9

Representative tasks performed by personnel in the Writing and Editing occupational series are as follows:

ADVISE PERSONNEL ON PROCEDURES FOR DEVELOPING NEW PUBLICATIONS

DRAFT OPERATING INSTRUCTIONS (OI), REGULATIONS, MANUALS,
 PAMPHLETS, CHANGES, OR SUPPLEMENTS

ADVISE REQUESTORS OF CHANGES TO PUBLICATIONS

APPROVE OR DISAPPROVE PUBLICATIONS OR SUPPLEMENTS

ASSIGN SERIES OR BASIC NUMBERS TO PUBLICATIONS OR FORMS

DEVELOP FORMATS FOR STANDARD PUBLICATIONS

COORDINATE PUBLICATIONS OR FORMS DEVELOPMENT WITH
 RECORDS MANAGERS

ASSIST OPR WITH DESIGN OF DECISION LOGIC TABLES

MAINTAIN PUBLICATIONS OR FORMS MANAGEMENT RECORDS

IDENTIFY OR ELIMINATE DUPLICATIONS IN LOCAL, COMMAND, OR
 AF PUBLICATIONS AND FORMS

TABLE B9

PRINTING MANAGEMENT PERSONNEL
OCCUPATIONAL SERIES 1654, N=29

Representative tasks performed by Printing Management personnel
are as follows:

COORDINATE WITH OPR ON PRINTING REQUESTS OR REQUIREMENTS

APPROVE OR DISAPPROVE REQUESTS FOR DUPLICATION, MICROFORM,
 OR PRINTING

ATTEND CONFERENCES, EQUIPMENT DEMONSTRATIONS, OR COMPANY
 BRIEFINGS ON NEW EQUIPMENT

ANALYZE PERFORMANCE OF PRINTING, DUPLICATING, MICROFORM, OR
 COPYING EQUIPMENT

PREPARE REQUISITIONS FOR PRINTING TO SUBMIT TO GPO

COORDINATE WITH CONTRACT PRINTERS

PREPARE JOINT COMMITTEE ON PRINTING (JCP) REPORTS

EVALUATE REQUIREMENTS FOR REPROGRAPHICS EQUIPMENT OTHER THAN
 MICROGRAPHICS EQUIPMENT

CERTIFY INVOICES FOR COMMERCIAL PRINTING

NEGOTIATE DISPUTES WITH PRINTING CONTRACTORS OR GOVERNMENT
 PRINTING OFFICE (GPO)

APPENDIX C

TABLE C1

SUMMARY OF SELECTED BACKGROUND INFORMATION ADMINISTRATION TECHNOLOGY, OFFICE AUTOMATION, AND INFORMATION SYSTEMS TECHNOLOGY DATA FOR 70XX OFFICERS

AREA	I HAVE THOROUGH KNOWLEDGE AND EXPERIENCE OF:	MY JOB REQUIRES THOROUGH KNOWLEDGE AND EXPERIENCE OF:
ADVANCED TECHNOLOGY PRINTER (LASER, ETC.)		
AGREE	11	7
NEITHER AGREE OR DISAGREE	4	4
DISAGREE	82	85
ARTIFICIAL INTELLIGENCE/EXPERT SYSTEMS		
AGREE	5	2
NEITHER AGREE OR DISAGREE	4	4
DISAGREE	88	91
AUTOMATED STORAGE AND RETRIEVAL OF MICROFORM		
AGREE	12	8
NEITHER AGREE OR DISAGREE	5	4
DISAGREE	80	85
COMPUTER OUTPUT MICROFORM (COM)		
AGREE	9	7
NEITHER AGREE OR DISAGREE	6	5
DISAGREE	81	84
COPYING		
AGREE	61	52
NEITHER AGREE OR DISAGREE	8	7
DISAGREE	20	32
COMPUTERIZED GRAPHICS		
AGREE	18	11
NEITHER AGREE OR DISAGREE	6	5
DISAGREE	72	81

SUMMARY OF SELECTED BACKGROUND INFORMATION ADMINISTRATION TECHNOLOGY,
OFFICE AUTOMATION, AND INFORMATION SYSTEMS TECHNOLOGY DATA FOR 70XX OFFICERS

AREA	I HAVE THOROUGH KNOWLEDGE AND EXPERIENCE OF:	MY JOB REQUIRES THOROUGH KNOWLEDGE AND EXPERIENCE OF:
DICTATION		
AGREE	16	9
NEITHER AGREE OR DISAGREE	8	7
DISAGREE	72	80
DATA BASE MANAGEMENT		
AGREE	21	24
NEITHER AGREE OR DISAGREE	7	2
DISAGREE	68	65
ELECTRONIC FILING SYSTEMS		
AGREE	18	16
NEITHER AGREE OR DISAGREE	7	6
DISAGREE	71	75
ELECTRONIC MAIL		
AGREE	23	20
NEITHER AGREE OR DISAGREE	7	5
DISAGREE	66	71
ELECTRONIC SPREAD SHEETS		
AGREE	17	12
NEITHER AGREE OR DISAGREE	6	6
DISAGREE	73	77
FACSIMILE SYSTEMS		
AGREE	18	14
NEITHER AGREE OR DISAGREE	7	7
DISAGREE	71	75

SUMMARY OF SELECTED BACKGROUND INFORMATION ADMINISTRATION TECHNOLOGY,
OFFICE AUTOMATION, AND INFORMATION SYSTEMS TECHNOLOGY DATA FOR 7OXX OFFICERS

AREA	I HAVE THOROUGH KNOWLEDGE AND EXPERIENCE OF:	MY JOB REQUIRES THOROUGH KNOWLEDGE AND EXPERIENCE OF:
LOCAL AREA NETWORKING (LAN)		
AGREE	15	13
NEITHER AGREE OR DISAGREE	6	6
DISAGREE	75	77
MICROFORM READER/PRINTER		
AGREE	31	13
NEITHER AGREE OR DISAGREE	7	6
DISAGREE	56	77
OPTICAL CHARACTER RECOGNITION		
AGREE	22	14
NEITHER AGREE OR DISAGREE	9	7
DISAGREE	66	75
OPTICAL DATA STORAGE(LASER DISK)		
AGREE	6	6
NEITHER AGREE OR DISAGREE	5	5
DISAGREE	85	86
OTHER MICROFORM PRODUCTION		
AGREE	7	6
NEITHER AGREE OR DISAGREE	8	7
DISAGREE	81	83
PHOTO COMPOSITION		
AGREE	11	7
NEITHER AGREE OR DISAGREE	7	5
DISAGREE	78	84

SUMMARY OF SELECTED BACKGROUND INFORMATION ADMINISTRATION TECHNOLOGY,
OFFICE AUTOMATION, AND INFORMATION SYSTEMS TECHNOLOGY DATA FOR 70XX OFFICERS

AREA	I HAVE THOROUGH KNOWLEDGE AND EXPERIENCE OF:	MY JOB REQUIRES THOROUGH KNOWLEDGE AND EXPERIENCE OF
PRINTING/DUPLICATING		
AGREE	27	22
NEITHER AGREE OR DISAGREE	6	6
DISAGREE	62	68
ROBOTICS		
AGREE	5	2
NEITHER AGREE OR DISAGREE	5	5
DISAGREE	86	90
TYPING OR KEYBOARDING		
AGREE	59	49
NEITHER AGREE OR DISAGREE	6	8
DISAGREE	24	35
VIDEO CONFERENCING		
AGREE	11	6
NEITHER AGREE OR DISAGREE	7	6
DISAGREE	78	85
VOICE ACTIVATED TECHNOLOGY		
AGREE	7	4
NEITHER AGREE OR DISAGREE	6	5
DISAGREE	83	88
WORD PROCESSING (TEXT EDITORS)		
AGREE	54	52
NEITHER AGREE OR DISAGREE	7	6
DISAGREE	30	35